

## STAFF ACTION PROCESS AND CORRESPONDENCE POLICIES AND PROCEDURES

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**Applicability.** This memorandum applies to all components of the Texas Military Department (TMD) which includes the components of the Texas Military Forces (TXMF) and the Office of the Executive Director (OED).

**Supersession Notice.** This publication supersedes AGTX SOP 25-52 Staff Action Process and Correspondence Policies and Procedures dated 1 July 2014.

**Proponent and Exception Authority.** The proponent of this memorandum is the Adjutant General's (TAG's) Chief of Staff (CofS). TAG's Secretary of the General Staff (SGS) is the executor of the staff action process and correspondence policies and procedures within TMD for TAG's CofS. TAG's SGS has

the authority to approve exceptions to this memorandum consistent with controlling law and regulation. Users are invited to send comments and suggested improvements to TAG's SGS/NGTX-ZCS-XO, P.O. Box 5218, Austin, Texas 78763-5218.

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## Useful Links

[Microsoft Word Templates](#) (Memos, staff papers, etc.)

[Staff Summary Sheet](#) (SSS, JFTX Form 77)

[TMD Business Cards](#)

[TMD Power Point Templates](#)

[TMD Seals](#)

[TMD Seal Style Guide](#)

[TMD Style Book](#)

# ***SUMMARY of CHANGE***

AGTX SOP 25-52

Staff Action Process and Correspondence Policies and Procedures

This major revision, dated 1 January 2017

- o Changes the title and functions associated with “Texas Military” to “Texas Military Department”
- o Changes the title and updates the functions of previous “Texas Military Department” to “Office of the Executive Director”
- o Updates the Texas Military Department Organization Chart
- o Adds Texas Military Department branding information and products
- o Prohibits date on documents for signature by the Adjutant General
- o Adds Appendix M – Battle Rhythm and Teaming Events
- o Adds Appendix N – Texas Military Master Calendar (TMMC)
- o Updates authorized signature blocks
- o Adds “Useful Links” to the table of contents
- o Clarifies access/visits to command group
- o Adds OPR board minute requirement
- o Updates protocol order of precedence TAG hosted ceremonies/events
- o Makes administrative changes (throughout)

1. **Purpose.** This SOP prescribes policies and procedures for the Staff Action Process within TMD. It also contains correspondence guidance, examples, and templates.

## 2. Staff Relationships and Responsibilities.

a. The Texas Military Department (TMD) is a unique agency, in that it performs Texas Army National Guard (TXARNG) (including Domestic Operations [DOMOPS]), Texas Air National Guard (TXANG), Texas State Guard (TXSG), and Office of the Executive Director (OED) functions (see figure 1). Direct coordination and exchange of information among all echelons, both internal and external to the TMD, is essential to ensure timely, integrated, pertinent, and accurate staff work.

b. The Adjutant General (TAG or AG), Commander/Deputy Adjutant General-Army (CDR/DAG-Army), Commander/Deputy Adjutant General-Air (CDR/DAG-Air), TXSG Commander, Command Senior Enlisted Leader (CSEL), and OED Executive Director approve and establish overall policy direction and guidance. Collectively, TAG, CDR/DAG-Army, CDR/DAG-Air, and CSEL are also referred to as the Command Group (CMD GRP).

c. Texas Military Department Terms of Reference, [TMD Regulation 10-01](#), outlines the purpose and structure of the TMD organization. Terms of reference guide service member and employee responsibilities. These terms blend the requirements and definitions of state and federal statute to enable unified efforts within the TMD. This regulation provides a mutual agreement under which TMD exercises authority or undertakes specific missions, tasks or endeavors relative to specified commands, departments, elements or units. Terms of reference serve as a directive to providing legitimacy and authority.

3. **Texas Military Department Branding.** Branding goes beyond just a logo or graphic element. Branding is tied to our entire customer experience. Everything from the logo, to the website, to social media, to how phones are answered is a part of branding. The TMD brand is directly tied to our history, our mission, and our strategic plan. Elements of our brand include the standardization of seals, letterheads, business cards, and Power Point presentations. Templates and publications have been established and posted on eLSP to ensure all components have access to the tools needed to effectively brand products and present a consistent image of our organization both internally and to the public and our elected officials. Refer to useful links and figures E1 – E6 for current authorized formats for business cards, powerpoint presentations and letterheads. All current and authorized formats can also be found at:

<https://portal.tx.ng.mil/hqs/hqs014/Documents/Forms/AllItems.aspx?RootFolder=%2fhqs%2fhqs014%2fDocuments%2fRebr%20documents&FolderCTID=0x012000824B771283DE4D47A0E67BF00062D78F>

## 4. Staff Action Process and Procedures.

a. TAG's CofS has the authority to task all agencies within the TMD. The CofS often exercises this authority through TAG's SGS.

b. The SGS ensures that staff actions are processed in a responsive manner IAW established suspense dates. The SGS is the CMD GRP's receiving, routing, and tasking point for queries, information papers, and briefings.

c. All staff actions forwarded for signature to the CMD GRP level will be processed through the SGS.

d. Briefings. Preparation of briefings within the CMD GRP is IAW guidance in Appendices [A](#) and [E](#). TAG Staff and Directorate/Office Chiefs will coordinate with appropriate CMD GRP Support Staff to schedule a briefing and to determine the recipient, length, and attendees.

e. Completed staff actions. Actions will be staffed, coordinated, and completed within specified suspense dates. For an extension, if necessary, see paragraph m (2) below. "Completed" means that all required concurrences and/or signatures have been gained from the appropriate TAG Staff member(s), the CofS, and the CMD GRP (as applicable). In cases of regulatory taskings/actions, a legal review from NGTX-GC is necessary.

f. General Staff Action Process. Appendix [A](#) provides the general Staff Action Process for the TMD. Appendices [B](#) through [D](#) provide specific guidance for selected staff action processes and products.

g. Priority Actions.

(1) Correspondence. Correspondence from members of Congress, the Governor, state elected officials, or NGB senior leadership will receive personal replies from the CMD GRP, unless otherwise directed by the CMD GRP. Such correspondence is held to a strict and short suspense of seven (7) working days. Contact the SGS immediately if a tasking action of this nature has been misdirected.

(2) Congressional Inquiries. These are requests for assistance and information that are received from constituents by Members of Congress; the requests are forwarded to TAG for a response. These actions are sent directly to the appropriate component or OED by the Government Affairs Constituent Liaison (NGTX-L) for necessary action and response.

h. Integration and Coordination.

(1) All required integration and coordination must be completed by the action office before the staff action is forwarded to the SGS for final review, routing, and closure. This includes all staff coordination as well as all required legal coordination. The Office of Primary Responsibility (OPR) (typically the office that originates the action) is responsible for ensuring the package/correspondence is in the proper format and on the appropriate letterhead.

(2) It is the responsibility of the Office of Primary Responsibility (OPR) to integrate and coordinate staff actions with all specified and implied coordinating agencies. Early and thorough coordination will preclude last minute non-concurrences, rewrites, and/or delays.

(3) The TMD uses the Staff Summary Sheet (SSS) to record formal coordination. Informal coordination may occur at the OPR level; however, formal coordination between components/directorates/TMD will occur at Directorate/Office Chief level. Coordination reflected on the SSS signifies the Directorate/Office Chiefs position. The Directorate/Office Chiefs should clearly articulate policy within their agency that governs delegation of authority to sign-off on the SSS. The SGS is the proponent for the SSS (see Appendices [B](#) and [C](#) for instructions).

(4) Nonconcurrences should be resolved when possible. Should a Directorate/Office Chief continue to nonconcur with an action that does not require CMD GRP review, the lead component chief may override the nonconcurrency if there is no direct impact on other agencies. When a nonconcurrency involves functional responsibility not wholly within the purview of the action office or when the nonconcurrency involves two or more functional areas, the action must be referred to the CMD GRP for resolution.

(5) The OPR establishing suspense dates during the coordination process will ensure that reasonable time is given to accomplish the action. Agencies/offices will respond by the suspense date given or negotiate an extension with the tasking office.

i. Suspense System.

(1) The TMD suspense system has sufficient flexibility to balance the need for responsiveness with the need for complete staff actions. The SGS will notify Components and OED of short suspense actions as soon as possible after receipt, via E-Mail or telephone. The following response times for staffing formal tasking actions and routine staff actions are established as general guidance governing the assignment of suspense dates:

(a) CMD GRP Priority Actions: "Hot" – one to three days, as appropriate. These actions are deemed by the CMD GRP or the CofS as the highest priority actions. Note that extension of "Hot" taskings is rarely permitted. Every effort to answer these priority actions within the established suspense must be made by the staff. Component and TMD leaders should prioritize workload accordingly.

Note. "ASAP" will not be used as a suspense date under any circumstance.

(b) General Officer Level Correspondence: "Immediate" - completed within seven working days. An example of this type of action would be an inquiry from the Adjutant General to the TXARNG for information or action.

(c) Other than General Officer: "Routine" – complete within 14 working days.

(d) Actions received by the CMD GRP with an established suspense date: the originator's suspense date will be used as the CMD GRP suspense for the action. Care should be taken to ensure the established suspense is realistic and IAW SOP.

(e) Other cases: Evaluated by SGS and suspense assigned, as appropriate.

(2) Extensions to Suspense Dates. If a suspense cannot be met for a formal CMD GRP tasking action that is going outside the components or OED, an extension must be requested and an interim response must be sent prior to the original suspense date. Contact the SGS to request extensions.

j. Signature Documents.

(1) Documents for signature by the CMD GRP will be watermarked "DRAFT" during phases I – III of the staffing process and prepared in final form when submitted to CMD GRP (see Appendix [A](#)). All CMD GRP and General Officer correspondence will be prepared on Texas Military Department letterhead (see Appendix [E](#) for templates). Do not date correspondence for signature by TAG CMD GRP.

(2) When forwarding documents for signature, Action Officers will tab the document(s) for signature, i.e. memo for TAG signature (refer to Appendix [B](#)).

(3) Label all documents (Encls, Reference, Original Memo from TAG etc.) when adding content to a staff action package (refer to Appendix [C](#)).

(4) All documents forwarded to the CMD GRP for information or action will reflect format and paragraphing IAW applicable component and TMD correspondence policies and regulations.

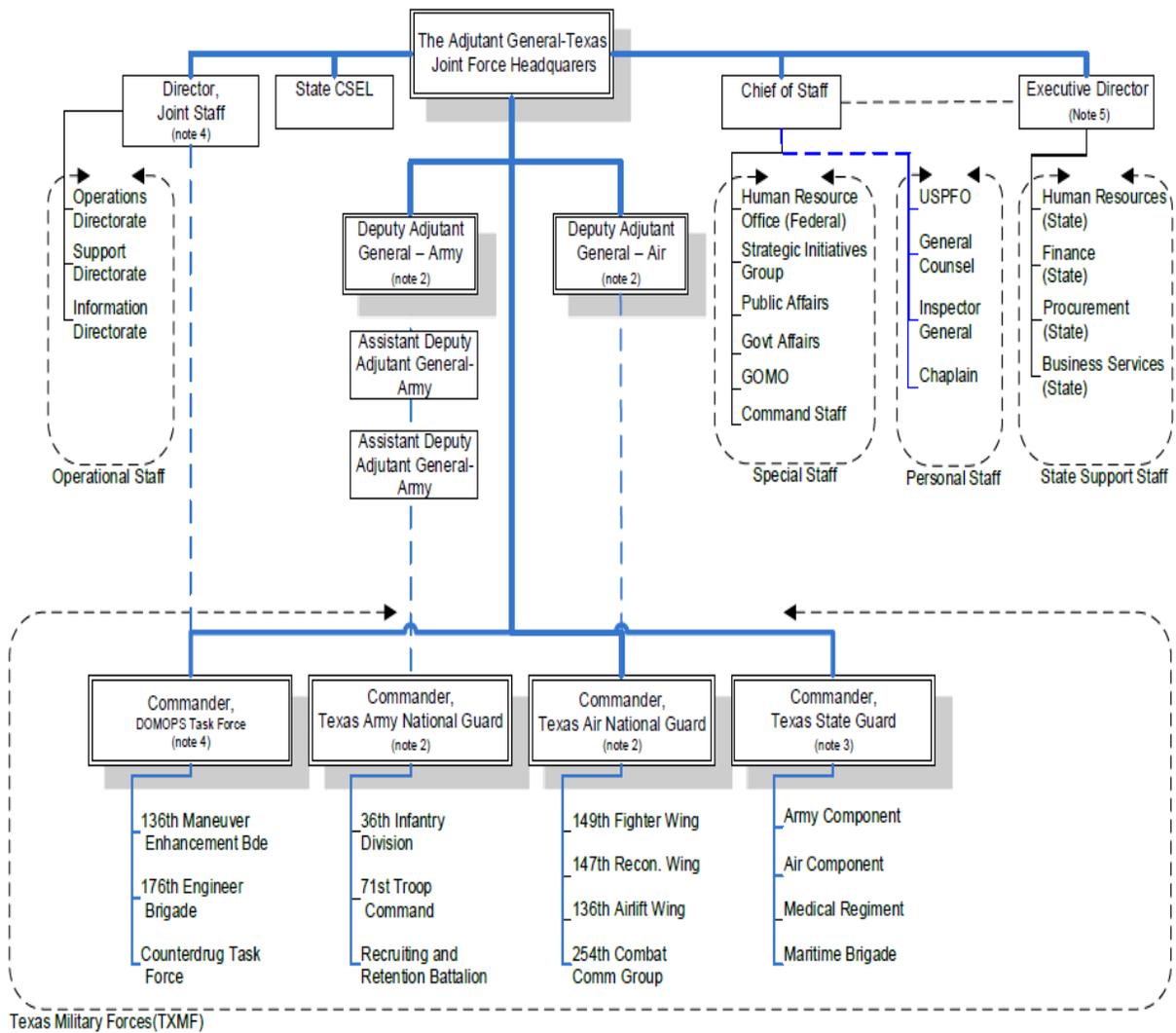
k. Transmittal.

The TMD uses the SSS as the official transmittal document for all staffing actions. The SSS provides the reader with critical, pertinent information: the purpose, action required, background, discussion, and a recommendation. When properly completed, the SSS serves as a stand-alone document that provides the decision maker and coordinating agencies with a synopsis of the action.

(1) The coordination section of the SSS should indicate review (via initials) from all appropriate offices/staffs.

(2) The discussion section of the SSS should contain critical staffing information not found in the proposed correspondence for signature.

# TEXAS MILITARY DEPARTMENT



1. The Adjutant General is appointed by the governor and confirmed by the Senate to serve as the governing officer, policy maker, and head of the Texas Military Department (Sec 437.053) as well as the commander of the Texas Military Forces (32 U.S.C.)
2. Upon the recommendation of the Adjutant General, the Deputy Adjutants General Army and Air are appointed by the governor to assist the adjutant general (Sec 437.057) and may also serve as commanders of their respective National Guard components (32 U.S.C.)
3. Upon the recommendation of the Adjutant General, the Commander, Texas State Guard is appointed by the governor to train and administer the state guard and provide forces to commander, Domestic Operations for emergency response operations (Sec 437.301)
4. The Director, Joint Staff is also designated by the adjutant general as Commander, Domestic Operations Task Force to provide direction and oversight of Texas Military Forces throughout Texas and FEMA Region VI during emergencies and disasters.
5. The Executive Director, Texas Military Department (Sec. 437.101) serves at the pleasure of the adjutant general and is responsible for the daily administration of the state agency, administration of state employees including those supporting components of the Texas Military Forces, and ensuring operational compliance with cooperative agreements between the department and the National Guard Bureau

**Figure 1 - Texas Military Department Organization**

### Staff Action Process Model

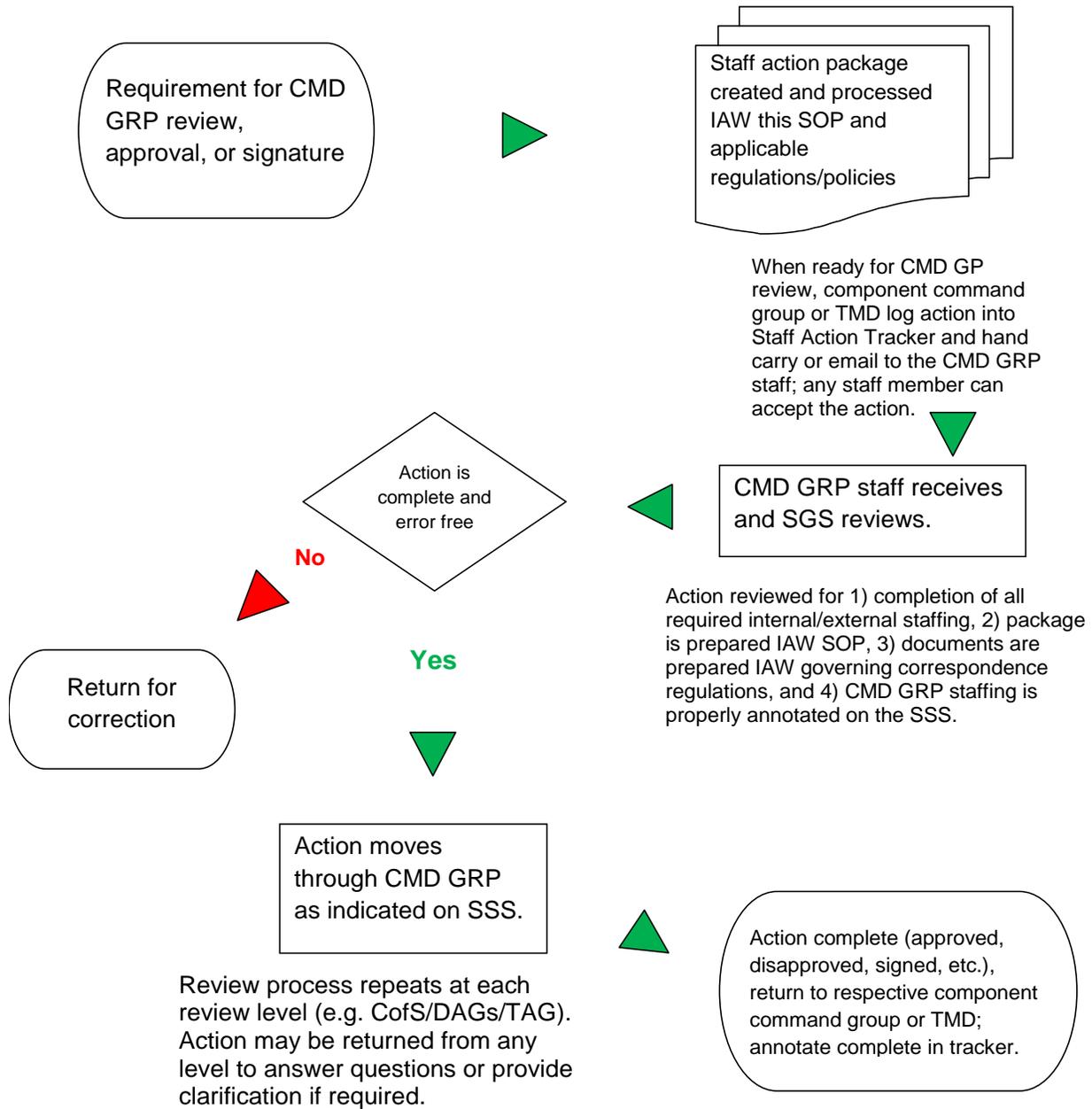


Figure 2 - Staff Action (Workflow) Process Model

## 5. Correspondence.

### a. General policy guidance.

(1) Correspondence must convey effective communication. To facilitate this, follow governing regulations and the following standards for a more effective writing style. All documents forwarded to the CMD GRP for information or action will reflect format and paragraphing IAW applicable component and TMD correspondence policies and regulations.

(2) Appendices [E](#) and [F](#) contain templates, formats, and examples to assist the writer in preparing memorandums, letters, internal and external executive summaries (EXSUM), Information Papers (IP), and other pertinent formats.

(3) Appendices [A](#) and [B](#) provide instructions for completing the SSS and an example of the form. The SSS is used for staffing and coordination of all correspondence within the TMD.

b. TAG Signed Correspondence: Correspondence bearing TAG signature will be routed WITHOUT dates. Upon signature, the date will be stamped on the document

### c. Letters versus memorandums.

(1) Use letters when responding to any inquiry received in letter format or when corresponding with individuals or civilian agencies outside DoD.

(2) Use memorandums when responding to any inquiry received in memorandum format or when corresponding within DoD.

d. Acronyms. Use military and civilian acronyms in memorandums, if appropriate. Do not, however, use military acronyms when writing to individuals or organizations that would not be familiar with their use. When an acronym is used more than once, or is not well known, spell out the word or title the first time it is used and follow it with the abbreviated form. Thereafter, the acronym may be used. Above all, do not overuse acronyms. Acronyms may be introduced in the subject line, but they must be preceded by the complete word or phrase first.

(1) Never start a sentence with an acronym or abbreviation.

(2) Established abbreviations are acceptable in all but the most formal writing. For reading ease, use only well-known abbreviations or those you think would be known by the recipient.

(3) Do not place a period after abbreviated words in addresses, for example, St (street), Blvd (Boulevard), and so forth. The word Fort can be abbreviated (Ft) when used with a location.

e. Numbers.

- (1) Spell out numbers less than 10 (one, two, three, etc.).
- (2) Use numerals for numbers 10 and higher.
- (3) When two or more numbers appear in a sentence, use numerals for both.
- (4) Do not follow a spelled out number with the figure in parentheses.
- (5) Originating office names and symbols: IAW JFTX Reg 6-01, Office Symbols.

f. Subject Line. Use only one subject and write the subject in 10 words or less, if possible. If the subject needs more than 10 words, limit the number of words and use authorized abbreviations. If the subject is more than one line, begin the second line flush with the left margin.

**6. Authorized Signature Blocks.**

**MILITARY SIGNATURE BLOCK  
MEMORANDUM FORMAT**

**LETTER SIGNATURE BLOCK  
LETTER FORMAT**

**The Adjutant General**

JOHN F. NICHOLS  
Major General, TXANG  
Adjutant General

John F. Nichols  
Major General, Texas Air National Guard  
Adjutant General

**Deputy Adjutant General - Army**

TRACY R. NORRIS  
Brigadier General, TXARNG  
Deputy Adjutant General-Army

Tracy R. Norris  
Brigadier General, Texas Army National Guard  
Deputy Adjutant General-Army

**Deputy Adjutant General - Air**

DAWN M. FERRELL  
Brigadier General, TXANG  
Deputy Adjutant General-Air

Dawn M. Ferrell  
Brigadier General, Texas Air National Guard  
Deputy Adjutant General-Air

**Chief of Staff**

GREGORY P. CHANEY  
Colonel, GS, TXARNG  
Chief of Staff

Gregory P. Chaney  
Colonel, Texas Army National Guard  
Chief of Staff

**Commander, Texas Army National Guard**

TRACY R. NORRIS  
Brigadier General, TXARNG  
Commanding

Tracy R. Norris  
Brigadier General, Texas Army National Guard  
Commanding

**Commander, Texas Air National Guard**

DAVID M. MCMINN  
Brigadier General, TXANG  
Commander

David M. McMinn  
Brigadier General, Texas Air National Guard  
Commander

**Commander, Domestic Operations Task Force**

PATRICK M. HAMILTON  
Brigadier General, TXARNG  
Commanding

Patrick M. Hamilton  
Brigadier General, Texas Army National Guard  
Commanding

**Commander, Texas State Guard**

GERALD BETTY  
MG (TX), TXSG  
Commanding

Gerald Betty  
Major General (TX) Texas State Guard  
Commanding

**7. Access/Visits to TAG's Command Group Suite**

a. Purpose. To safeguard the confidentiality, integrity, and physical security of the CMD GRP by controlling access and limiting visits to scheduled meetings and official business only.

b. General. The Command Group suite is considered a restricted area, however, conduct of normal business requires varying levels of accessibility by TMD personnel as well as visitors from outside entities. The guidelines in this appendix are designed to control access while supporting the efficient and professional conduct of business.

c. Access Guidelines.

(1) TAG's Primary and Personal Staff. Primary and Personal Staff have unrestricted access to the TAG's CofS for official business. To avoid conflicts and to conserve time, appointments must be scheduled through the Executive Assistant for routine business. For urgent matters a phone call to the TAG's SGS or TAG's CofS Executive Assistant should be made for immediate coordination. TAG's CofS also serves as the conduit to TAG for non-routine issues requiring TAG action or guidance. TAG's Personal Staff may exercise direct access to TAG for sensitive matters, however, due to TAG's schedule, prior coordination should be made through TAG's CofS or TAG's SGS (as appropriate) whenever possible.

(2) DAG-Army Staff. GO level Commanders/Deputy Commanders, Army CofS, CSM, and CCWO have unrestricted access to the DAG-Army for official business. To avoid conflicts and to conserve time, appointments should be scheduled through the Executive Assistant for routine business. For urgent matters Army CofS serves as the conduit to DAG-Army.

(3) DAG-Air Staff. Air Commander, DOS and CCM have unrestricted access to the DAG-Air for official business. To avoid conflicts and to conserve time, appointments should be scheduled through the Executive Assistant for routine business.

(4) Others. Personnel with business in the CMD GRP (dropping off/picking up staff actions, coordinating with SGS, SIG Director, Executive Assistants, etc.) must ring the access button and state their specific business and identify who they are visiting. When granted access, business must be conducted expeditiously and professionally.

d. Access Badges. Access badges are strictly controlled. TAG's SGS, under the authority of TAG's CofS, serves as the approval authority for badge issuance. Use of access badges is for official business only.

e. The following positions are authorized access badges for the levels indicated. Requests for exceptions must be submitted to TAG's SGS.

(1) 24/7 Access. Limited to CMD GRP full-time employees only.

(2) Monday – Friday 0800-1600 Access. TAG's, DAGs (Army & Air), Primary and Personal Staff.

(3) Weekend/Drill 0800-1600 Access. M-Day GO Level Component Commanders.

f. The CMD GRP Operations NCO maintains the access roster and coordinates issue of badges.

## 8. Board Minutes

a. Purpose. To ensure all information, directives and decisions confirmed during a board are captured for historical and reference purposes.

b. All OPRs within TAG staff are required to assign a scribe and/or recorder for every board. The minutes are to be submitted to TAG COS admin NLT 10 days after board. The minutes will be archived on eLSP at the following link: <https://portal.tx.ng.mil/hqs/hqs000/Meeting%20Minutes%20Library/Forms/AllItems.aspx>. The Full Time Career Management Board (FTCMB) is exempt from this requirement. Board minutes format can be located in [Figure 3](#).

**COMPONENT LETTERHEAD**

OFFICE SYMBOL

DATE

MEMORANDUM FOR RECORD

SUBJECT: Meeting Minutes - BOARD NAME - DATE

**1. Attendance.**

- a. The XXX convened TIME/DATE/LOCATION
- b. The following members/guests were in attendance:

**2. Administration.**

- a. The XXX reviewed the minutes of the last BOARD DATE
- b. ISSUES DISCUSSED
  - (1)
  - (2)
  - (3)

**3. Old Business.**

- a. DECISIONS put off until this board

**4. New Business.**

- a. RECORD ALL NEW DISCUSSIONS and DECISIONS MADE

**5. DUE OUTS**

- 6. The BOARD was adjourned at DATE/TIME

OPR SIG BLOCK

**Figure 3 – Board Minute Format**

## APPENDIX A STAFF ACTION PROCESS

1. **General.** The TMD use the Staff Action Process to provide the CMD GRP and the field with pertinent, integrated, coordinated, accurate, and timely information. A formal tasking has a lifecycle (inception through closure). The Staff Action Process has four distinct phases that mirror this life cycle process.
2. **Phase I: New Action.** A new action is either generated within the components, OED, or CMD GRP or is received from an external agency. The two most common external sources for formal taskings are the NGB Staff (i.e., NGB-ZAS) or the Governor's Office.
3. **Phase II: Task Analysis and Assignment.** The requirement, OPR, and coordinating instructions are determined by the recipient of a formal task or originator of a routine action. Task analysis and assignments are conducted either by the SGS or by a TAG Staff member. In both cases, the problem solving process and common sense must be exercised. This ensures that the task is routed to the appropriate office for staff action and that suitable guidance is provided. Knowledge of TMD functional areas is critical to correctly assign a task or work a routine action within the organization.
  - a. **SGS Processing.** The SGS receives the task or staff action and analyzes it to determine requirements for closure (i.e., "take appropriate action", "prepare decision briefing", "prepare memo for TAG or DAGs' signature", etc.). The action is logged in the Staff Action Tracker (see i(1) (a thru c) below). Formal tasks are assigned to the lead component or OED with other offices assigned an assist role as appropriate. In addition, minimum coordination requirements for task completion are established (lead agencies are not limited by these minimum requirements, and should fully coordinate final positions as necessary). Lead, assist, and coordination role responsibilities include:
    - (1) OPR (determined by SGS, component or OED based on task). Responsible for task/staff action from time of assignment/creation through closure. Integrates input from assisting offices (if applicable), into recommended final position or response. Coordinates draft CMD GP signature documents (watermarked "DRAFT" during phases I – III of this process), final version, position, or response with all specified and implied offices, both internal and external to organization. Controls tasking/staff action until assigned to SGS for resolution (in case of CofS or higher signature). After signature, distributes response and closes task/staff action as appropriate.
    - (2) Assisting or Coordinating Office(s): Responds to OPR request(s) for information and provides input within established suspense dates.
  - b. The SGS will assign the lead for formal tasking actions as follows:
    - (1) Component or TMD: As identified by office symbol (JFTX Reg 6-01).

(2) Specific POC: When directed by the CofS or higher authority, the SGS will assign the action to a specific POC (Action Officer) for action.

**4. Phase III: Task Development.** The product of this phase is a timely, synchronized, and cohesive proposed final product, position, or response that satisfies the requirement. The following steps articulate the Action Officer's (AO) blueprint for task development:

- a. Receive task- conduct mission analysis.
- b. Obtain Branch/Directorate/Office Chief guidance.
- c. Check for suspense. Develop action plan to ensure suspense is met (given remaining steps (d) through (k) below). Consider use of backwards planning method.
- d. Collect and analyze pertinent data/discuss with experienced AOs. Execute Boards, Councils, Groups Teams (BCGT) if appropriate (see Appendix [D](#)).
- e. Prepare draft for coordination (briefing or correspondence). Prepare SSS.
- f. Conduct internal integration and initial coordination.
- g. Revise draft as necessary.
- h. Conduct external (TXARNG, TXANG, TXSG, OED, Governor's Office, etc.) integration and coordination.
- i. Revise as necessary and complete staffing packet in final form (see Appendices [B](#) and [C](#)).
- j. OPR forwards for final review and task resolution (Phase IV).

**5. Phase IV: Task Resolution.** Final coordination, routing, leadership action, and task closure. During this phase, the proposed final product, position, or response is coordinated with CMD GRP senior leadership through the SGS.

a. In the case of briefings, the lead agency coordinates pre-briefs and briefings to principals through SGS/Administrative Assistants/Aides, as necessary. (see Appendix [H](#)).

b. In the case of correspondence, the lead office submits the action to the SGS for administrative, content, and senior leadership review or approval.

(1) The SGS conducts administrative review (format, tone, grammar, and style of response). Ensures action is logged into the CMD GRP actions tracker and that minimum coordination (via initials on SSS) is recorded and moves the action to the CofS.

(2) The CofS conducts content review (substantive information) and initials SSS. The action is then assigned to the CMD GRP (CSEL, DAGs, TAG) for review, approval or signature (as appropriate).

(3) The CMD GRP takes appropriate action (sign correspondence or initial SSS). The CMD GRP support staff (SGS or Admin NCOs) closes the action out in the Staff Action Tracker and returns the action to the respective component command group or OED for distribution or further processing. Note that during task resolution, an action may be returned to the OPR for correction and/or modification (aka, REDO). In this case, the action is reassigned to component command group or OED in the Staff Action Tracker as RETURNED. The SGS may correct minor deficiencies or make minor changes.

**APPENDIX B**  
**INSTRUCTIONS FOR COMPLETING THE STAFF SUMMARY SHEET**

1. These instructions allow staff members to create Staff Summary Sheets (SSS) that are relevant to the CMD GRP and coordinating agencies (see Figure [B-1](#) for the SSS template).
2. A SSS must be completed for each action that is processed through CMD GRP. It must be thorough and detailed enough to allow the readers to understand the nature of the subject and what they must do with the action and its attached documents.
3. SSS Fields to be completed:

<b>Field</b>	<b>Instructions</b>
Control Number	Leave blank; completed by appropriate CMD GRP administrative staff.
Office/Sys	Insert the correct office symbol for all reviewing/coordinating offices. Actions requiring CMD GRP review or action MUST include the SGS (NGTX-ZCS-XO) in the routing.
Office of Primary Responsibility(OPR)	Insert the correct, complete office symbol of the originating office. This is the office of primary responsibility.
Action Officer	Insert the rank (if military) and first and last name of the primary point of contact for the action.
Phone	Insert the full phone number.
Date	Insert the date the action is fully prepared and enters the staffing process.
Suspense Date	The date will be either assigned to the OPR or created by the OPR (see para 4(h) for suspense guidance).
Subject	Insert a concise, complete subject title. No more than one subject per action.
Purpose	Specify why the action has been initiated, e.g., to respond to a request for information from the Secretary of the Army.
Action Required	Specify what you would like the official to do such as sign, concur, review, note, etc. If approval is needed via initials only on the SSS, note in this area accordingly.

Background	Write the pertinent details, such as a historical summary, that led up to the creation of the action.
Discussion	Write the relevant facts and implications that support the subject.
Recommendation	Use action verbs to describe the outcome of the action such as to approve the decision and sign the memorandum.
Encl	List attachments in in the lower right corner of the SSS.

CONTROL NO. Assigned by CMD GRP		<b>SUMMARY SHEET</b>				
<b>ROUTING &amp; COORDINATION</b>						
OFFICE/SYS	DATE	CONCUR	NON-CONCUR	SEE ME	NOTED AND FORWARDED	REMARKS (OPTIONAL)
Determined by						
originating office						
See JFTX Reg 6-0						
for office symbols						
<b>OFFICE OF PRIMARY RESPONSIBILITY (OPR)</b> Originators Office Symbol		<b>ACTION OFFICER</b> POC Rank/Full Name		<b>PHONE</b> 512-782-1234	<b>DATE</b> Date created	<b>SUSPENSE</b> See Note 6 Below
<b>SUBJECT:</b> Clear, concise description of the action.						
<b>SUMMARY:</b>						
PURPOSE: Specify why the action was initiated. Include a concise summary of the end result of the action. State any rationale necessary to justify the action desired.						
ACTION REQUIRED: Specify what you want the official to "do" such as, approve/sign, review, note, etc. If the purpose is information only, attach the Staff Summary Sheet to the Information Paper template.						
BACKGROUND: Specify the pertinent details, such as a historical summary, that led up to the creation of the action.						
DISCUSSION: Specify the relevant facts and implications that support the action/subject. List attachments as tabs (IAW figure 7 of JFTX SOP 25-52); Tabs are annotated on the lower right corner of the Staff Summary Sheet.						
RECOMMENDATION: Use this paragraph when the Staff Summary Sheet is routed for action. State the recommendation, including action necessary to implement, such as approve and sign the memorandum. Recommendations should be precise, so that the reviewing official need only sign, approve or disapprove as appropriate. Do not use this paragraph when Staff Summary Sheets are submitted with Information Papers.						
Encl 2 Tabs (example) 1. Memorandum for signature 2. NGB Directive						
--- NOTES on preparation.... 1. DO NOT DATE CORRESPONDENCE REQUIRING TAG SIGNATURE. 2. Every action coming to the CMD GRP for information or signature must include a Staff Summary Sheet. 3. Route actions through the appropriate directorates/Components/OED and/or external offices prior to submission to CMD GRP. 4. Submit prepared packages to the the SGS or Executive Assistant(s) for logging into the Staff Action Tracker. The SGS completes an administrative review (format, tone, grammar, and style) and content review (ensuring appropriate coordination is complete). If there are significant errors or insufficient coordination, the action is returned for correction. 5. Properly prepared packages move through/to CofS, DAGs, CSEL, and TAG (as applicable). 6. When action is complete, the respective component or OED notified to pick up the package; in turn they distribute the action and close it out in the Staff Action Tracker. 7. SUSPENSES: Actions requiring final review or signature by CMD GRP: ROUTINE: Within 14 Days. IMMEDIATE: Within 7 days (occasional; justification required in "Action Required" paragraph). HOT: 1-3 Days (should be rare; justification required in "Action Required" paragraph).						

Figure B-1 – Staff Summary Sheet Template

## APPENDIX C ORGANIZATION AND PACKAGING OF STAFF ACTIONS

1. **General.** This appendix is provided to assist in preparing correspondence packages and staffing actions that require staffing/approval through the CMD GRP. Package contents may vary greatly but must always be prepared in accordance with the instructions outlined in this appendix.

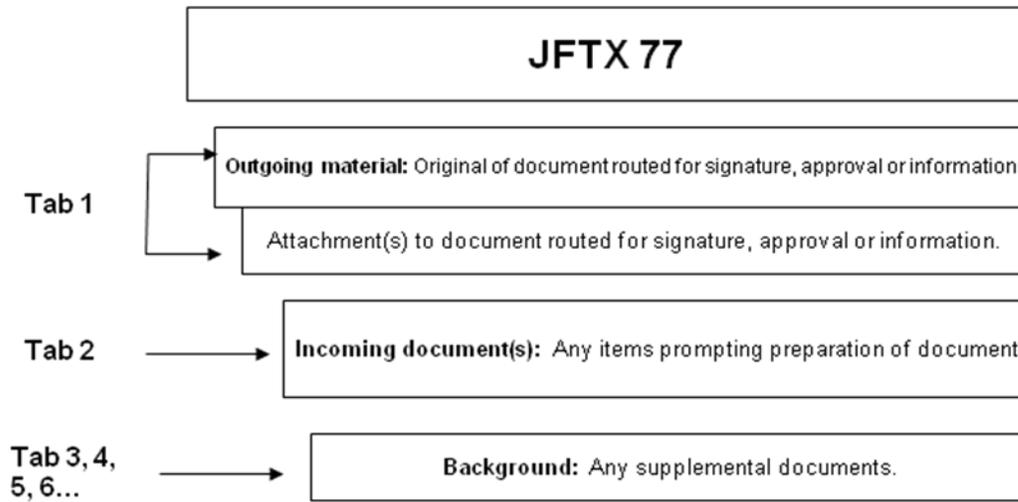
### 2. **Package contents and processing requirements.**

a. **Format.** Utilize an appropriate format from appendix [E](#).

b. **Process.** Use JFTX 77, Staff Summary Sheet, as the cover/transmittal. Staff Summary Sheet must be reviewed (initialed) by the directorate/office chief or their designated representative and all required coordination offices (see appendices [B](#) and [D](#) and Figure [C-1](#)).

c. The final, coordinated staff action package is sent from the component command group or OED to the CMD GRP. The action is logged in the Staff Action Tracker at the component command group or OED level. Staff action packages may be received by any of the administrative assistants in the CMD GRP or the SGS. The SGS will review the action and submit through CofS and DAG(s) (as needed) to TAG (see Appendices [B](#) and [D](#) and Figure [2](#)). Staff actions are tracked within the Staff Action Tracker through CMD GRP processing and back to the respective component command group or OED when complete.

## ARRANGING ATTACHMENTS TO JFTX 77



## DOCUMENT ASSEMBLY EXAMPLES

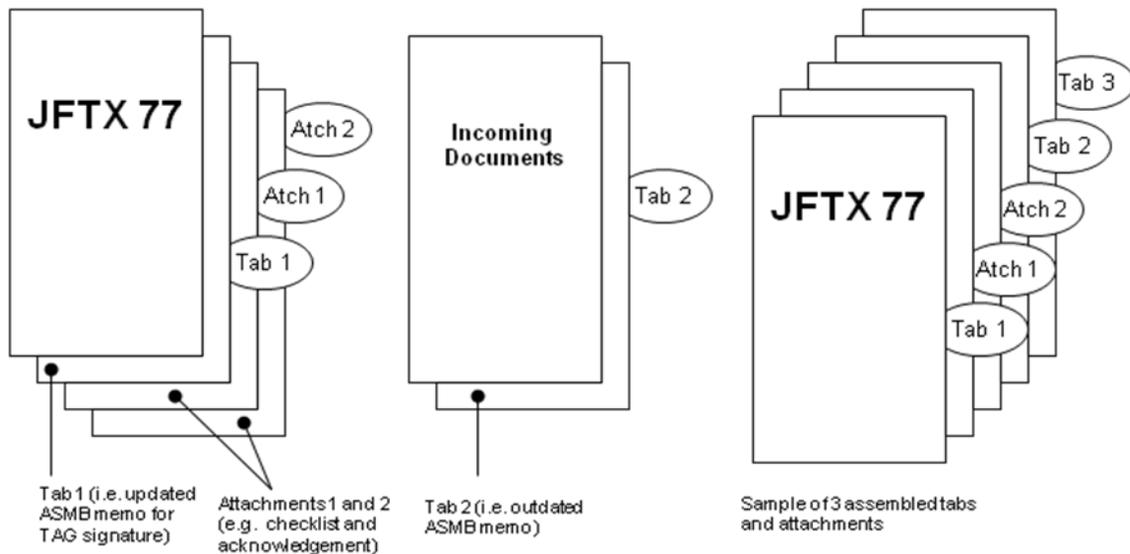


Figure C-1 – Staff Action Package Assembly

**APPENDIX E  
LETTERHEAD FORMATS**

**General.** Letterhead for the TMD, OED, JFHQ and all components will bear the specified Texas Military Department seal in lieu of the Department of Defense seal.



**TEXAS MILITARY DEPARTMENT**  
POST OFFICE BOX 5218  
AUSTIN, TX 78763-5218  
(512) 782-5001

**OFFICE SYMBOL**

**MEMORANDUM FOR SEE DISTRIBUTION**

**SUBJECT:** EXAMPLE – Texas Military Department, Office of the Executive Director, and Joint Force Headquarters Letterhead/Memorandum

1. Use this letterhead when correspondence signature authority is from the Texas Military Department.
2. Letterhead format is shown above; titled Texas Military Department in 10 point bold, Arial; organization, address, and phone number lines are 8 point bold, Arial.
3. The body of memorandums will be in 12 point Arial.
4. Refer to AR 25-50 for information on preparing and managing correspondence.

JOHN Q. PUBLIC  
Major General, TXANG  
Adjutant General

DISTRIBUTION: A (See [JFTX Reg 6-03](#))

**Figure E-1 – TMD, OED, or JFHQ Letterhead/Memorandum Example**



**TEXAS MILITARY DEPARTMENT**  
**TEXAS ARMY NATIONAL GUARD**  
**POST OFFICE BOX 5218**  
**AUSTIN, TX 78763-5218**  
**(512) 782-5001**

OFFICE SYMBOL

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: EXAMPLE – Texas Army National Guard Letterhead/Memorandum

1. Use this letterhead when correspondence signature authority is from a Texas Army National Guard unit, directorate, department, or agency.
2. Letterhead format is shown above; titled Texas Military Department in 10 point bold, Arial; organization, address, and phone number lines are 8 point bold, Arial.
3. The body of memorandums will be in 12 point Arial.
4. Refer to AR 25-50 for information on preparing and managing correspondence.

JOHN Q. PUBLIC  
Major General, TXARNG  
Commanding

DISTRIBUTION: A (See [JFTX Reg 6-03](#))

**Figure E-2 – TXARNG Letterhead/Memorandum Example**



**TEXAS MILITARY DEPARTMENT**  
**TEXAS AIR NATIONAL GUARD**  
**POST OFFICE BOX 5218**  
**AUSTIN, TX 78763-5218**  
**(512) 782-5001**

**Figure E-3 – TXANG Letterhead Example**



**TEXAS MILITARY DEPARTMENT  
DOMESTIC OPERATIONS TASK FORCE  
POST OFFICE BOX 5218  
AUSTIN, TX 78763-5218  
(512) 782-5001**

OFFICE SYMBOL

Date

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: EXAMPLE – Domestic Operations (DOMOPS) Letterhead/Memorandum

1. Use this letterhead when correspondence signature authority is from a Domestic Operations (DOMOPS) unit, directorate, department, or agency.
2. Letterhead format is shown above; titled Texas Military Department in 10 point bold, Arial; organization, address, and phone number lines are 8 point bold, Arial.
3. The body of memorandums will be in 12 point Arial.
4. Refer to AR 25-50 for information on preparing and managing correspondence.

JOHN E. JONES  
Brigadier General, TXARNG  
Commanding

DISTRIBUTION: A (See [JFTX Reg 6-03](#))

**Figure E-4 – DOMOPS Letterhead/Memorandum Example**



**TEXAS MILITARY DEPARTMENT**  
**TEXAS STATE GUARD**  
**POST OFFICE BOX 5218**  
**AUSTIN, TX 78763-5218**  
**(512) 782-5001**

OFFICE SYMBOL

Date

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: EXAMPLE – Texas State Guard (TXSG) Letterhead/Memorandum

1. Use this letterhead when correspondence signature authority is from a Texas State Guard unit, directorate, department, or agency.
2. Letterhead format is shown above; titled Texas Military Department in 10 point bold, Arial; organization, address, and phone number lines are 8 point bold, Arial.
3. The body of memorandums will be in 12 point Arial.
4. Refer to AR 25-50 for information on preparing and managing correspondence.

JOHN Q. PUBLIC  
BG (TX), TXSG  
Commanding

DISTRIBUTION: A

**Figure E-5 – TXSG Letterhead/Memorandum Example**

## APPENDIX F STAFF PAPER FORMATS

1. **Executive summary.** Use EXSUMs to provide a concise summary of information, updates, and interim responses to the Command Group. Although not intended to replace other staff papers, the EXSUM provides important information to the Command Group in a timely manner. Whenever possible, use EXSUMs instead of information papers (see figure [F-1](#)).
2. **Information paper.** Use an information paper to provide the reader pertinent facts in a clear and concise format (see figure [F-2](#)).
3. **Point paper.** Use a point paper to provide assessment, recommendations, and discussion points in outline form. It features short, to the point, easy to read bullet phrases. Use a point paper when the reader has a thorough knowledge of the subject. Minor variations in the point paper format are acceptable, if needed, to better present the information (see figure [F-3](#)).
4. **Position paper.** Use a position paper to define an organization's position or policy on an issue and promotes or defends a position (see figure [F-4](#)).
5. **Trip report.** Use trip reports to provide a summary of items discussed or discovered on official travel. Trip Reports are mandatory for visits to National Guard Bureau, staff assistance visits to units, staff inspection visits, engagements with elected officials, or when a directorate chief determines one is necessary. Trip reports may be submitted via e-mail as long as the date, location, purpose, summary of findings, actions taken, and comments are included. Route through channels and the Chief of Staff for the commander (see figure [F-5](#)).
6. **Decision memorandum.** Use a decision memorandum, when directed, to obtain decisions from the Command Group or higher HQ. Prepare this special-purpose action in informal memorandum format (see figure [F-6](#)).

## EXECUTIVE SUMMARY

DD MONTH YR

(U) EXECUTIVE SUMMARY (EXSUM) TITLE. Use EXSUMs to provide a concise summary of information, updates, and interim responses to the Command Group. Although not intended to replace other staff papers, the EXSUM provides important information to the Command Group in a timely manner. Whenever possible, use EXSUMs instead of information papers. EXSUMs will be included on a separate page or in the body of emails accompany all information to the commanding general such as new policy, regulation, directives from higher headquarters, etc. Add an EXSUM to the summary block of JFTX 77 (Staff Summary Sheet). EXSUMS should not exceed 15 lines and will use an Arial 12 point font. Principal staff officers will ensure each EXSUM is concise and address the information senior leaders require for strategic level situational awareness.

MAJ Kennedy/ NGTX-ACS/1234  
APPROVED BY: COL Bradford-Jones

**Figure F-1 – Executive Summary (EXSUM) Example**

## INFORMATION PAPER

**SUBJECT:** Information Paper Format

1. **Purpose.** To provide guidance on the preparation and use of an information paper.

2. **Facts.**

a. An information paper provides facts in a clear and concise format. The format may be altered to meet a specific need. Include the subject and the purpose. Paragraphs will contain only essential facts concerning the subject. There are two lines between the date and the title "INFORMATION PAPER." There is one line between "INFORMATION PAPER" and the subject line.

b. Information papers are self-explanatory and will not refer to enclosures, except for tabular data, charts, or photographs.

c. Information papers should not exceed one page in length. If a continuation page is unavoidable, number pages starting on page 2, bottom center. Do not repeat the subject line, title, or date on the second page.

d. Information papers do not require signature, but must include the AO's name and telephone number in the lower right corner. Type the AO's information on the third line below the last paragraph. Type an approval line below AO's name and number to indicate directorate approval by principal, deputy, or director. Right justify the AO contact information and "APPROVED BY" lines.

e. Avoid using acronyms and abbreviations, except those that are familiar outside the Army. Avoid using classified information when it does not contribute to understanding the issue.

f. Information papers should not include a decision statement.

MAJ Kennedy/ NGTX-ACS/1234  
APPROVED BY: COL Bradford-Jones

Enclosures

1. Title of Enclosure 1
2. etc

**Figure F-2 – Information Paper Example**

## POINT PAPER

**SUBJECT:** Point Paper Preparation

1. **Purpose:** To provide sample point paper format.
2. **Assessment:** Identify stakeholders and implications of his/her position on topic or issue. Consider impact to operations, organizations, resources, public opinion, etc.
3. **Recommendation(s):** Based on the assessment, provide the recommended position or course of action. N/A (if not applicable).
4. **Discussion Points:**
  - Use a point paper to provide assessment, recommendations, and discussion points in outline form.
  - Use a point paper when the reader has a thorough knowledge of the subject. Minor variations in the point paper format are acceptable, if needed, to better present the information.
  - Use bullet statements to outline discussion points supporting paragraphs 2 and 3 above. Short, to the point, easy to read.
  - Font: Arial 12. Margins: 1 inch for the top, bottom, left, and right.
  - One page preferred. However, if two or more pages, place page number at bottom center beginning on the second page.

MAJ J. Bowie/ NGTX-ACS/512-782-5066  
APPROVED BY: COL Bradford-Jones

**Figure F-3 – Point Paper Example**

## POSITION PAPER

**SUBJECT:** Title (word, phrase, or question defining the issue)

1. **Background.** Short overview that does not overshadow the position paragraph below. If the sheet is one of many collected for a common purpose, consolidate the background in a single document and eliminate from the individual sheets. There are two lines between the date and the title "POSITION PAPER." There is one line between "POSITION PAPER" and the title line. Type the AO's information two lines below the last paragraph. Type an approval line below AO's name and number to indicate directorate approval by principal, deputy, or director. Right justify the AO contact information and "APPROVED BY" lines.

2. **Position.** Sentence or short paragraph stating organization's policy or position on the issue.

3. **For the Position.** Supporting facts and arguments sequenced, labeled, and subdivided.

4. **Against the Position.** Summary of each argument against the position. Be accurate when representing opposing views.

5. **Rebuttals.** Summary of rebuttals to opposing arguments. Ideally, rebuttals will reinforce the position.

6. **Sources.** List sources: If using only one source, label this paragraph specifically (for example, **Point of Contact**).

- a. AO (name, office, phone).
- b. Subject matter experts.
- c. Supporting documents.
- d. Related point or position papers.

MAJ J. Bowie/ NGTX-ACS/512-782-5066  
APPROVED BY: COL Bradford-Jones

Enclosures

1. Title of Enclosure 1
2. etc

**Figure F-4 – Position Paper Example**

### TRIP REPORT

1. **Purpose.** A brief statement explaining the date, location, people or unit visited and purpose of the trip. NOTE: This report may be submitted via e-mail sent to the FOR recipient with each THRU individual on the courtesy copy line.

2. **Trip Summary.**

a. Provide concise summary of areas and items discussed or discovered. List any problems encountered.

b. Include unique summary items on a separate sub paragraphs

c. Include enclosures as necessary

3. **Actions.** List action taken, pending, or proposed from items discussed on the trip

4. **Comments.** Comment on those areas of special staff interest

5. **Point of Contact.** Include POC name/rank, title, telephone number, and e-mail address.

MAJ J. Bowie/ NGTX-ACS/512-782-5066  
APPROVED BY: COL Bradford-Jones

Enclosures

1. Title of Enclosure 1
2. etc

**Figure F-5 – Trip Report Example**

**DECISION PAPER  
LETTERHEAD**

Office Symbol

DD Month YYYY

MEMORANDUM THRU

Deputy Chief of Staff Operations – G3  
TXARNG Chief of Staff  
TXARNG Commanding General

FOR The Adjutant General of Texas

SUBJECT: Decision Paper Format

1. For **DECISION**.

2. **Purpose.** In one concise sentence state the action to be taken (for example, "To gain CG approval of the issues developed at the Strategic Planning Workgroup held at Camp Mabry, 23-24 Oct 12")

3. **Recommendation(s).** This paragraph contains specific recommendations; for example, "CG sign the enclosed memorandum at TAB A-1." Under each recommendation type:

APPROVED \_\_\_\_\_ DISAPPROVED \_\_\_\_\_ SEE ME \_\_\_\_\_

4. **Background.** This paragraph explains the origin of the action and conveys assumptions and facts necessary to understand the recommendation. Present facts as a chronological summary of actions or events leading to or bearing on the issue.

a. Use a decision memorandum, when directed, to obtain decisions from the Command Group or higher HQ. Prepare this special-purpose action in informal memorandum format. Do not exceed two pages, excluding supporting documents.

b. The memorandum content should represent the complete situation, without relying on enclosures. Summarize issues and reserve enclosures for a detailed analysis or explanation of the summary presented in the memorandum. Identify enclosures contained at tabs in the body of the decision memorandum.

c. Use JFTX Form 77 (Staff Summary Sheet) when submitting decision memorandums to the Command Group. Keep information in the JFTX Form 77 (Staff Summary Sheet) brief, with an EXSUM of the issue including short background summary, and coordination.

5. **Discussion.** This paragraph lists/assesses the alternatives considered. Assess the alternatives considered for the decision in terms of advantages and disadvantages. Include documents that support the recommendation as enclosures at tabs. Summarize their key points in the decision memorandum.

a. **Course of Action (COA) 1:** (Advantages/Disadvantages) If a decision memorandum is longer than one page, at the top of all continuation pages, type the office symbol at the left margin, 1 inch from the top edge of the paper, and the subject line on the next line below the office symbol. Begin typing the text on the third line below the subject phrase.

b. **COA 2:** (Advantages/Disadvantages)

c. **COA 3:** (Advantages/Disadvantages)

6. **Impact.** This paragraph indicates impact of the recommended decision. A staff action may have an impact on personnel, equipment, funding, stationing, etc. Identify individuals or organizations the recommendation impacts, and to what extent. If none, state "No impact."

7. **Coordination.**

NGTX-AH, G-1	CONCUR/NONCONCUR_____	DATE
NGTX-AO, G-3	CONCUR/NONCONCUR_____	DATE

8. POC Include POC name/rank, title, telephone number, and e-mail address.

Encl

JAMES BOWIE  
MAJ, TXARNG  
Staff Officer

**Figure F-6 – Decision Paper Example**

## APPENDIX G PROTOCOL OFFICE SUPPORT

1. **General.** The protocol office staff serves as the TMD subject matter experts on protocol issues in regard to ceremonies and official functions; the protocol office is responsible for events hosted by the Adjutant General. For all other events, the protocol office provides assistance and guidance to the hosting unit upon request. Requests for assistance or information may be sent to <mailto:ng.tx.txarng.list.access-list-protocol@mail.mil>

### 2. **Adjutant General Hosted Recognition Ceremonies.**

a. TAG hosted recognition ceremonies are scheduled each third Thursday of the month and each Saturday of HHD, Joint Force Headquarters(-) drill weekend at 1400 hours (contingent upon mission requirements and available participants).

b. To request participation, a ceremony participation request form (see Figure [G-1](#)) must be completed and turned in to the protocol office no later than 30 days prior to the desired ceremony date. All awards and presentation items must be confirmed as complete/available no later than 10 business days prior to the ceremony; these same items must be physically delivered to the protocol office at least 72 hours prior to the ceremony date.

c. The protocol office provides scripts, designs and prints programs, posts flyers, coordinates TXALL announcements, and plans and coordinates the reception requirements.

3. **Other Ceremonies.** The protocol office is available to provide samples and templates of scripts, programs, and flyers for other ceremonies (non-TAG hosted). Equipment, food, set up, breakdown, cleaning, hauling, etc., are the responsibility of the individual(s) hosting the event.

4. **Alamo Auditorium (Bldg 8) Scheduling/Usage Policy.** Use of the Building 8 auditorium is scheduled through the protocol office. Requestors must fill out an auditorium request form (Figure [G-2](#)) under the forms section. Upon receiving the request, the protocol staff confirms the auditorium is available and adds the event to the auditorium calendar on the protocol website. Audio visual support (if desired) must be requested separately through the TXARNG G6 office by submitting DA Form 3903. Requestors from outside organizations must request auditorium use through the Garrison Command office due to fee requirements.

5. **Requesting Flags.** All flag requests must be coordinated through the protocol office at least one week prior to the pick-up date. Flags will be signed in and out on DA Form 2062 – Hand Receipt.

## **6. Camp Mabry Distinguished Visitor (DV) Procedures.**

a. Camp Mabry objectives for DV visits are to accommodate all visitors with appropriate protocol procedures in accordance with Department of Army (DA) Pamphlet 600-60 (A Guide to Protocol and Etiquette for Official Entertainment) and Forces Command (FORSCOM) Regulation 350-21 (Visits to FORSCOM Active and Reserve Component Installations, Centers, and Units).

b. When the protocol office receives a request from the J7 or other staff section/agency, a protocol specialist will be assigned to provide assistance. If the requestor does not have complete information at the time of request, a follow-up contact must be arranged. Coordination will then begin to generate a plan of action to meet the requirements of the visit.

c. Visitor Intent: The visitor's intent and purpose of the visit are the most critical factors in determining how to process a DV request, obtain TAG approval, and develop an itinerary. Any other pertinent data such as previous visits, if any, relationship of visit to duty position, future rotations, etc must also be provided.

d. Foreign Visitors: All requests for visit authorizations (RVA) or invitations to visit from foreign partner nations to the installation will be approved by The Adjutant General or the Deputy Adjutant General and Chief of Staff. All coordination with protocol will be through the J7/State Partnership Program on the requirements IAW the needs of the visit.

## **7. Order of Precedence for TAG Ceremonies.**

a. Purpose. To ensure GO/CSEL/CSM/CCWO order of precedence is standardized at ceremonies.

b. TAG will always enter/be seated first. He is followed by his gubernatorial appointee positions (Deputy Adjutants General – Army, then Air). All other GOs in attendance will be seated by grade, then date of rank, include retired and State Guard GOs. The GOs will be followed by the CCWO, then CSEL and CSMs by DOR. Representatives from the Governor's office or other very distinguished visitors such as GOs from out of state or from NGB will be seated between TAG and his deputies.

c. Only the GO Flag of the presiding officer be displayed. For example, if TAG is in attendance but the DAG-Army is the presiding officer for a retirement ceremony, the DAG-Army GO Flag is the only GO flag displayed (along with the national and state flags).

**AGTX Protocol Office**  
**Request for Recognition Ceremony Participation**

Official Texas Military Forces Recognition Ceremonies are held twice each month at 1400 hours; one Thursday each month and on Saturday of JFHQ drill. Dates and times are subject to change depending on need and mission requirements. **ALL requests for ceremonies must be received by the Protocol Office no later than thirty (30) days prior to the desired ceremony date.**

1. Date of Request: \_\_\_\_\_ Desired date of Ceremony: \_\_\_\_\_

2. Point of Contact for Request: \_\_\_\_\_  
Phone number \_\_\_\_\_ Email \_\_\_\_\_

3. Type of recognition:

\_\_\_\_\_ Promotion \_\_\_\_\_ Other \_\_\_\_\_  
\_\_\_\_\_ Retirement

4. Honoree Information:

\_\_\_\_\_  
Name Rank Branch & Unit (TXARMG/TXANG/TXSG/State/etc.)

\_\_\_\_\_  
Street address (home) City, State, Zip

\_\_\_\_\_  
Phone number Email

5. Guest(s) of honoree: (use continuation sheet if necessary)

Name: \_\_\_\_\_ Relationship: \_\_\_\_\_  
Name: \_\_\_\_\_ Relationship: \_\_\_\_\_

6. Individual(s) making presentations or participating in ceremony: (use continuation sheet if necessary)

Name/Title: \_\_\_\_\_ How participating: \_\_\_\_\_  
Name/Title: \_\_\_\_\_ How participating: \_\_\_\_\_

**AGTX Protocol Office  
Request for Recognition Ceremony Participation**

7. **Required information/presentation items:** Must be delivered to the Protocol Office ten (10) business days prior to the ceremony date. (NOTE: state and federal awards requests take a minimum 90 days; ensure requester or unit submits in time for presentation.)

a. Retirement:

(1) *Biography in paragraph format (send via email to the Protocol Office)*

(2) *List of items to be presented (e.g. awards (state and federal), plaques, etc.)*

(3) *Items from the Capitol (e.g. flag with certificate, Yellow Rose certificate) must be coordinated by the **REQUESTER or UNIT** through the Retirement Services Section and delivered to the Protocol Office.*

(4) *Awards/Presentations (if applicable): List of items to be presented (e.g., awards, medals, plaques, etc.)*

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b. Promotion:

(1) *Promotion order*

(2) *Awards/Presentations (if applicable): List of items to be presented (i.e., awards, medals, plaques, etc.)*

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8. **Support Staff Requirements:**

Event support staff may be required by the requestor. The Protocol Office will determine the number of support staff required based on the event size and details, as well as provide the report times and estimated completion times for the support staff.

7. Other notes (include any information that will facilitate the Protocol Office in supporting this event: \_\_\_\_\_

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8. Point of Contact: [no.tx.txarnolist.access-list-protocol@mail.mil](mailto:no.tx.txarnolist.access-list-protocol@mail.mil) (sends to all staff) or 512-782-1265.

**Figure G-1– Recognition Ceremony Participation Request**

**Request to Reserve Bldg 8 Auditorium  
Maximum Capacity - 250**

Events scheduled in the Building 8 Auditorium must be coordinated and approved by the Texas Military Forces Protocol Office. Events held in this auditorium will be conducted in a professional manner; military-specific events will be conducted in accordance with appropriate military customs, courtesies, and traditions. The Protocol Office Staff reserves the right to refuse use for any events that do not meet these requirements.

Today's Date: \_\_\_\_\_

Requested by (Organization / Unit): \_\_\_\_\_

Point of Contact: \_\_\_\_\_

Phone Number: \_\_\_\_\_

E-Mail: \_\_\_\_\_

Description of Event: \_\_\_\_\_

Number of personnel to attend event: \_\_\_\_\_

Date(s) & Time Requested (Use DTG as per the example): day/hour/month/year

Set-up: \_\_\_\_\_ Start: \_\_\_\_\_ End: \_\_\_\_\_

DDHHHHMMYY      DDHHHHMMYY      DDHHHHMMYY

Key pick-up/drop off date and time: (example: 010630JAN13)

Pick-up: \_\_\_\_\_ Drop-off: \_\_\_\_\_

DDHHHHMMYY      DDHHHHMMYY

**Audio-visual requirements:**  YES  NO

***NOTE: Requesting organizations that require audio-visual support ARE RESPONSIBLE FOR CONTACTING AND COORDINATING WITH THE VISUAL INFORMATION SPECIALIST. TXMF individuals MUST submit a help desk ticket at <https://www.tx.nqb.army.mil/sites/jficc/ArmyG6/OTRS/default.aspx>. (We cannot support laptop computers or IT personnel.)***

**POC: SGT Luke Allen, 512-782-7235 or [luke.j.allen.mil@mail.mil](mailto:luke.j.allen.mil@mail.mil).**

Protocol Office Use Only

APPROVED     DISAPPROVED

\_\_\_\_\_

Protocol Office Representative

POC: [nq.tx.txarmg.list.access-list-protocol@mail.mil](mailto:nq.tx.txarmg.list.access-list-protocol@mail.mil) (sends to all staff) or 512-782-1265.

**BUILDING 8, AUDITORIUM  
USER AGREEMENT**

**General:** The auditorium is intended for use by the Texas Military Forces and other approved organizations. The auditorium will be used for functions with audiences of 250 or less. Outside agencies must coordinate with Garrison Command for usage fees. Food and beverage are not authorized inside the auditorium. Your signature below and use of the auditorium indicates your agreement to adhere to the conditions outlined below.

**Cancellation Policy:** Approved requests are subject to cancellation due to mission requirements or by the direction of the Chief of Staff to support unplanned events. You will be contacted immediately if a cancellation is required.

**Audio/Visual Needs:** Requesting organizations are responsible for contacting and coordinating with the Visual Information Specialist, at least 10 working days prior to the scheduled event. All users must submit a help desk ticket for Audio Visual Support at: <https://www.tx.nab.army.mil/sites/flcc/ArmyG6/OTRS/default.aspx>; you must contact SGT Luke Allen 512-782-7235 or luke.j.allen.mil@mail.mil.

**Access to Auditorium:** Users are responsible for picking up keys prior to the event (day prior or day of event) from the Protocol Office between 0800-1600 Monday through Friday. Keys must be returned to the Protocol Office immediately following the event or on the morning of the next duty day if the event is held during the evening or on weekends.

**Protocol Office Contact Information:** Camp Mabry, Building 8, Room C143; Phone: (512) 782-6807/1265/1182, Fax: (512) 782-5440; Email: [na.tx.txarmy.list.access-list-protocol@mail.mil](mailto:na.tx.txarmy.list.access-list-protocol@mail.mil)

**Your complete cooperation is expected in maintaining the Auditorium. A charge will be assessed if the key is not returned, or if additional cleaning is required. Violation of any of the rules outlined in this agreement will terminate permission to use the Auditorium, both immediately and in the future.**

- Food or beverages are not permitted in the auditorium.
- All articles brought into the auditorium will be removed prior to departing.
- All lights will be turned off.
- All outside doors will be secured/locked.
- All furniture will be moved back to its original location.
- None of the static display of flags will be moved or altered.
- If food or drink is served outside of the auditorium, the using organization must ensure the area is cleaned and orderly prior to departing.
- Notify the Protocol Office immediately of any damage or noted repair need.
- Coordination with Protocol for additional flag requirements will be made in advance.

I agree to the above.

\_\_\_\_\_  
Print name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Organization

\_\_\_\_\_  
Contact Phone

**Figure G-2– Building 8 Auditorium Request Form**

**APPENDIX H  
SCHEDULING APPOINTMENTS WITH COMMAND GROUP LEADERS**

1. **General.** When creating a meeting request, ensure that you are requesting at the appropriate level. Ensure your Chief of Staff is aware of your intent to request a meeting with a General Officer (if applicable).

2. **Requesting a meeting.**

a. To request a meeting with CMD GRP principals, complete the meeting request form via e-mail as shown below. A sample request form to meet with the Adjutant General is shown below (edit according for requests to meet with Deputy Adjutant's General or Senior Enlisted Advisor; the form must be filled out completely to facilitate scheduling:

+++++

To ensure that your time with Maj Gen Nichols is as productive as possible, please answer the following questions:

1. This meeting was directed by the AG: Yes / No (If NO, redirect this request to the appropriate Chief of Staff)

2. Topic and Background:

3. Requestor Rank, Name, Phone number & Email address:

4. Amount of time required for meeting:

5. Suspense (latest date to meet with the AG) and reason for suspense:

6. List three to five dates you are available:

7. Other GOs/Chiefs of Staff Required:

8. Read ahead required to TAG's Chief of Staff 72 hours prior to meeting. Be prepared to pre-brief TAG's Chief of Staff.

+++++

b. The request is reviewed by the respective administrative assistant(s). If approved, the requestor will receive a calendar invite via Outlook. If disapproved, the requestor will be notified with an explanation.

c. The requestor may be required to secure a meeting location if necessary; the administrative assistant will communicate with the requestor if such a need arises.

d. Read aheads are required 72 hours prior to the scheduled meeting. Read-aheads should be in Executive Summary (EXSUM) or Information Paper format. Do not submit slide decks to be presented during the meeting as read aheads, they do not meet the requirement and will not be reviewed (see Appendix F for read ahead formats).

## **APPENDIX I Special Funds**

1. **General.** The Office of the Adjutant General manages two special funds; HQ-TXNG Special Fund – Federal, and JFTX-A Special Fund – State.

2. **References.**

a. HQ-TXNG Special Fund – AR 215-1, Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities; HQ-TXNG Special Funds SOP.

b. JFTX-A Special Fund – AGTX 230-2, Nonappropriated Funds and Related Activities, Special Funds.

3. **Camp Mabry Special Funds.**

a. **Special Funds Council.** The Adjutant General's Special Fund Council is appointed by TAG's Chief of Staff annually, and includes representation of each component of the Texas Military.

b. **Funds.**

(1) HQ-TXNG Special Fund – This fund is a federal fund, which is acquired through contract between IMCOM G9 FMWRC and AAFES. The Camp Mabry Post Exchange supplies a monthly dividend to the fund, which may be used IAW AR 215-1 for the benefit of DOD employees, families, and retirees.

(2) JFTX-A Special Fund – This fund is a state fund, which is acquired through rental of Camp Mabry property or donations to the Texas Military. Camp Mabry Garrison Command operates all rental agreements and accepts donations on behalf of the Adjutant General. This fund may be used IAW AGTX 230-2 for the benefit of all members, employees, and families of the Texas Military and Camp Mabry.

c. **Requesting funds.**

(1) The Adjutant General's Special Fund Council accepts requests for funds through appointed members or the recorder in memorandum format. (Figure [I-1](#))

(2) Funds are not distributed to individual units, but are used to support events that are open to the entire organization such as American Heroes Weekend and the Adjutant General's holiday open house. All requests will be reviewed at least quarterly, and will be replied to following the conclusion of each fund council meeting.

**APPLICABLE LETTERHEAD**

Office Symbol

Date

MEMORANDUM FOR The Adjutant General's Special Fund Council

SUBJECT: Request for Funds

1. Request should include: Not to exceed amount in dollars, what the funding will support (specifically), and what other methods of requesting funds have already been attempted (if appropriated funds are a traditional method).
2. POC for this request is Mr. John Doe, Title, and can be reached at 512-782-0000 or by email at john.doe.mil@mail.mil.

JOHN DOE  
RANK, BR, TXARNG  
Title

**Figure I-1 – Request for Funds Example**

## **APPENDIX J**

### **Mass Email Distribution Requests (TXALL)**

1. **General.** Mass email distribution via TXALL distribution lists is a communication method to transmit routine command information to the field. Routine command information is further defined as events and activities that are of interest to TMD employees and/or their family members.

#### **2. Purpose.**

a. TXALL distribution is used to transmit information that is relevant to all employees of the organization, regardless of their location within the State of Texas.

b. TXALL messages will not be utilized to transmit information that involves operations, training, mobilizations, deployments or commitment of TMD resources, defined as personnel, funding, transportation or time. These communications should be coordinated through J3/G3, as appropriate, to generate a tasker or FRAGO. Additionally, job vacancies within the TMD, both State and Federal, will not be advertised using TXALL formats.

c. Due to equipment and connectivity limitations of the TMD network, there are some M-Day and other personnel who will not receive TXALL messages. It is the responsibility of MACOM chains of command to ensure that information contained in TXALL messages is transmitted by other means to those members of the force who do not have connectivity.

3. **Message Components.** Requests for distribution of TXALL messages must include six basic components: (note-attachments are not permitted, a link may be inserted in the "what" or "where")

a. WHO: Describe to whom the message is intended.

b. WHAT: A brief description of the event or activity. Include names, places, directions, links and other pertinent facts as appropriate.

c. WHERE: The location of the event.

d. WHEN: The date and time of the event.

e. WHY: A brief description of why the event or activity is important.

f. POC: Name, phone number and email address of the responsible individual, MACOM or staff Directorate.

#### 4. Routing for Distribution/Approval Authority.

a. Requests for TXALL message distribution must first be routed by the requestor (through appropriate supervisory channels) to the first O6 listed below in their respective chain of command:

- (1) TXARNG Chief of Staff
- (2) TXANG Director of Staff
- (3) TXSG Chief of Staff
- (4) DOMOPS Chief of Staff
- (5) OED Director
- (6) Staff Directors (G/A/J1 through G/A/J8)

TAG Personal and Special Staff route their requests to the Command Group addressees in paragraph c below.

b. The appropriate Director or Chief of Staff will review the request and either approve or deny distribution. Approved requests will be forwarded to the Command Group SGS for final review and release.

c. Final approval and release authorities for TXALL messages are as follows:

(1) The final approval and release of TXALL messages is the responsibility of the Adjutant General's Command Group. Specifically, within the Command Group, the following duty positions will be granted release authority by the J6/G6:

(a) Chief of Staff

(b) Secretary of the General Staff (SGS). The SGS will serve as the primary release authority during normal business hours.

(2) The J3 Force Protection Officer, JOC Battle Captain, J6 and G6 also maintain release authority in the event that an operational, security, or emergency message release is required after normal duty hours, on weekends or holidays.

d. The G6 is the staff proponent for the TXALL messages and are responsible to maintain the necessary network connectivity, maintenance of distribution lists and sending utility, as well as granting appropriate release permissions to those duty positions approved in this guidance.

## **APPENDIX K**

### **E-mail Procedures and Etiquette**

1. **Overview.** Electronic media is the preferred method of coordinating and disseminating memorandums and staffing documents within the TMD. Internal memorandums should be electronically coordinated and disseminated; coordination and dissemination of hard copy correspondence should be an exception.

#### **2. Official Business/Official Records.**

a. Electronic media (including e-mail) that is created or distributed within TMD is considered official and may represent the sender, command, and/or the Adjutant General. Official business communications are defined as those necessary in the interest of the TMD (for example, communications directly related to the conduct of TMD business or having an indirect impact on the TMD's ability to conduct its business).

b. E-mail is subject at all times to monitoring, and the release of specific information is subject to applicable state and federal laws, policies, and procedures on confidentiality. Existing rules, policies, and procedures governing the sharing of confidential information also apply. Since there is the possibility that any message could be shared with or without your permission or knowledge, the best rule to follow in the use of e-mail information is to decide if you would post the information on the office bulletin board with your signature.

c. It is a violation of policy for any employee, including system administrators and supervisors, to access electronic mail and computer systems files to satisfy curiosity about the affairs of others. Employees found to have engaged in such activities are subject to disciplinary action.

#### **3. Sensitive Information/Personally Identifying Information (PII).**

All e-mails that contain sensitive information, information protected by the Privacy Act of 1974, or information protected under the Health Insurance Portability and Accountability Act must be encrypted with an approved DOD PKI certificate. Sensitive information includes personally identifiable information (PII) and For Official Use Only (FOUO) information.

a. E-mail containing PII must be digitally signed and encrypted.

b. Under no circumstance should PII be transmitted from a government server to a private server i.e., .mil to a .com email address.

c. As a best practice, ensure the e-mail subject line contains "FOUO" if the email contains PII.

d. Ensure the body of the email containing PII includes the following warning: "FOR OFFICIAL USE ONLY."

e. Ensure you are sending the e-mail to the correct recipients and all have an official need to know.

f. Ensure you know what your attachment contains (i.e., PII) prior to sending. Do not forget to check all tabs the attachment is an Excel spreadsheet.

#### 4. **Freedom of Information Act (FOIA) and Texas Public Information Act (TPIA).**

TMD official records may be subject to release under these acts regardless of how informal the original intent. Treat emails as if the public will read them. Employees must be aware that the e-mail messages sent and received using TMD equipment or TMD-provided internet access, including web-based messaging systems used with such systems or access, are not private and are subject to viewing, downloading, inspection, release, and archiving at all times.

#### 5. **Message Format.**

a. **To.** Principal personal staff officers and subordinate commanders have direct access to TAG/ DAGs and may e-mail TAG directly, when possible, include the CoS on the cc. Except when directed by TAG/DAG, all other personnel will communicate through the CoS or SGS. Keep in mind the TAG/DAG get multiple e-mails, don't add to that burden unless the message is absolutely necessary. Route non-time sensitive items through the CoS or SGS for inclusion in the TAG/DAG reading files.

b. **CC.** Courtesy copy only those directly involved with the email topic.

c. **BCC.** Rarely used.

d. **Subject Line.** Craft the content of subject lines to make the message easy to identify, prioritize, and search.

(1) ACTION, INFO, SA, CCIR, SIR, EXSUM, UPDATE, INVITE

(2) Summarize Message (Abbreviated BLUF)

(3) Suspense

**Example:** ACTION: Submit Legislative Appropriation Request S: 15 June 2013

e. **BLUF:** Describe the message and "take-away" of the email in three sentences or less.

- f. **Body.** The body of an email should be brief but provide enough details that support the BLUF. If an attachment is included provide an EXSUM (See Appendix [E](#)) for the document.
- g. **Complementary Close.** Optional. If used, should be appropriate for the rank and position of the recipient.
- h. **Standard Signature Block.**  
 Name  
 Position  
 Unit  
 Desk Phone  
 Cell (optional)  
 Other contact information (optional)
- i. **Classification and Caveats.**
- j. **Prohibited items within an email message.** Quotes, emoticons, personal external web links.

### Example Message:

From: Chaney, Gregory P COL USARMY NG TXARNG (US);  
 Sent: Tuesday, March 04, 2014 3:21 PM  
 To: Smith, William L MG USARMY NG TXARNG (US)  
 Cc: Johnson, Benjamin S COL USARMY NG TXARNG (US); Mintz, Oliver F LTC USARMY NG TXARNG (US); Macgregor, Joanne E LTC USARMY NG TXARNG (US)

Subject: INFO - FY14 Quadrennial Defense Review (QDR) Released (UNCLASSIFIED)

BLUF: The Secretary of Defense delivered the 2014 QDR report to Congress on March 4, 2014. The 2014 QDR advances a national defense strategy that protects and advances U.S. interests, sustains U.S. global leadership, rebalances the Joint Force, and controls internal cost growth, while preserving and enhancing the health of the All-Volunteer Force.

Sustaining a world-class Army capable of conducting the full range of operations on and, including prompt and sustained land combat as part of large, multi-phase joint and multinational operations by maintaining a force structure that we can man, train, equip, and keep ready. To sustain this force, the Department will rebalance within the Army, across the Active, Guard, and Reserves. The active Army will reduce from its war-time high force of 570,000 to 440,000-450,000 Soldiers. The Army National Guard will continue its downsizing from a war-time high of 358,000 to 335,000 Soldiers, and the U.S. Army Reserve will reduce from 205,000 to 195,000 Soldiers.

If sequestration-level cuts are imposed in FY2016 and beyond, all components of the Army would be further reduced, with active duty end strength decreasing to 420,000, the Army National Guard drawing down to 315,000, and the Army Reserves reducing to 185,000.

Respectfully,

Colonel Greg Chaney  
 Chief of Staff  
 Office of the Adjutant General  
 512-782-5022  
 @COLChaney

## 5. Etiquette

a. Follow standard writing protocol. Do not use informal language, emoticons, or informal e-mail or text message abbreviations. Use standard spelling, grammar, and punctuation rules. Because emails can inadvertently be sent to the wrong person or can be forwarded, keep the contents professional to avoid potential embarrassment.

b. Keep messages brief and to the point. Attach or link to documents if complex.

c. E-mail has limited value for staff coordination. Do not try to solve complex issues using e-mail. Simple coordination may be appropriate; anything beyond that should be taken to a face-to-face or electronic workgroup.

d. Use capitalization appropriately. Using all lower case letters is considered mumbling and using all upper case letters is considered shouting. Asterisks or bold lettering are effective for emphasis. Color and graphics embedded in e-mails often do not transfer due to differences in e-mail programs

e. Tone expresses a person's mood or emotion. This is not an easy thing to get across in writing, whether it's in an old fashioned letter or in an email. You want to sound respectful, friendly, and approachable, not curt or demanding.

f. When possible, limit each message to one subject; create separate e-mails when more than one subject is required.

g. Do not use BCC to keep others from knowing who else you copied on an e-mail, but rather when sending to a large distribution list to keep others from having to see a large list of names.

h. Do not use email as an excuse to avoid personal contact. Face to face and voice to voice communications have value. Do not use e-mail when dealing with a problem with someone. Do not use e-mail to avoid an uncomfortable situation

i. Disable Reply to All and Forward.

j. Delivery and Read Receipts. No need to use them.

k. Never argue or be argumentative over e-mail.

## **APPENDIX L Read Aheads**

1. **Overview.** Any meeting, board, council, desk side brief, etc with any member of the command group requires a read ahead.

2. **Suspense.** Read Ahead documents are required 72 hours prior to the scheduled meeting.

a. Read Aheads will be in Executive Summary (EXSUM) or Information Paper format. Do not submit slide decks to be presented during the meeting as read aheads, they do not meet the requirement and will not be accepted (see Appendix [E](#) for read ahead formats).

b. Read Ahead must be submitted via email in a Microsoft Word document and PDF to the EA and SGS. If it contains sensitive information hand-carry to the CMD GRP suite.

## APPENDIX M

### Battle Rhythm/Operational Planning Teams

1. **Event Horizons.** The TMD operates on three general event horizons – current operations, future operations, and future (strategic) plans. Each event horizon moves (spins) at different rates in terms of how it goes through the key aspects of the decision cycle. Each event horizon also requires battle-rhythm events supporting its planning, execution, and assessment.

a. The **current** operations event horizon focuses on the ‘what is,’ and can rapidly progress through the decision cycle – sometimes minutes for quick breaking events. Current operations produce a larger volume of orders including fragmentary orders (FRAGOs). These kinds of activities generally *do not require detailed full staff integration* entailing the full headquarters. They do, however, require some limited planning capability

b. The **future operations** event horizon focuses on the ‘what if,’ and normally moves slower with more deliberate assessment and planning activities resulting in such things as major OPORDS, SOP, FRAGO directing major operations or processes within the command. *Future operations generally require full staff integration.*

c. The **future (strategic) plans** event horizon is focused on the ‘what’s next,’ interacts heavily with higher headquarters’ planning efforts, and moves very deliberately through the decision cycle. It focuses on activities such as development of OPLANs, Campaign Plan and Policy directives. *These kinds of activities normally require full staff integration.*

2. **BCGT.** Boards, councils, groups, and teams <sup>1</sup> are the foundation for TAG Battle Rhythm Events. Principal staff actions and decisions will be executed using OPT, working groups, and decision boards. Councils provide information and advice to the commander on a regular basis.

a. **Boards.** A decision board is an organized group of individuals within a HQ appointed by the commander (or other authority) that meets with the purpose of gaining guidance or decision. The board’s responsibilities and authority are governed by the authority which established the board. Command Boards are chaired by the commander; functional boards are chaired by another senior staff member to whom the authority to decide a particular matter has been delegated.

b. **Councils.** An appointed or ad hoc group of subject matter experts or stakeholders who are called together for consultation, deliberation, or discussion in order to provide input and advice to the command for decisions.

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<sup>1</sup> BCGT is a portion of B2C2WG (+OPT) bureaus, boards, centers, cells, working groups, and operational planning teams

c. **Working Groups.** A working group is an enduring or ad hoc cross-functional organization formed to develop, maintain and leverage expertise, information from within, and external to the headquarters in order to provide analysis and recommendations to the commander. Working groups are formed by the COS and are chaired by primary staff officers. The COS assigns membership to enduring working groups by appointment based upon recommendation of principal staff officers.

d. **Teams.** Teams are established at any level to solve a single problem related to a specific task on a single event horizon. Teams fall into three categories of authority: planning teams, actions teams, and crisis action teams. Teams are ad-hoc and formed with subject matter experts and stakeholders. When feasible lean-six sigma qualified team members should be assigned

(1) Planning Teams (PT). Planning teams gather information within functional or cross-functional areas and present courses of action for decision at a board or by a leader empowered to make decisions.

(2) Action Teams (AT). Action teams have inherent authority to make decisions and place solutions into action. ATs will provide situational awareness updates to supported workgroups or boards and present recommendations for senior leadership to make a decision.

(3) Crisis Action Team (CAT). Ad-hoc teams formed when the planning horizon is short and the consequences are generally negative in nature, could cause potential harm, or bring about negative press or media.

3. **Seven Minute Drill.** Use the "Seven Minute Drill" to recommend battle rhythm events in support of commander decision-making. SMD items ensure that every event on the battle rhythm has a necessary purpose and defined inputs and outputs. A proposed battle rhythm event that has no output and only provides generic situational awareness, or an information brief outside the decision-making process may not belong on the battle rhythm.

a. **Name of board or council.** Be descriptive and unique. Ex. State Readiness Board, Full Time Manning Board, Logistics Readiness Board, Plans Management Board, etc.

b. **Lead Staff Principal.** Who receives, compiles, delivers, and manages the information. Lead will host the boards or councils and is responsible for all read-ahead information and logistics for the meeting.

c. **When/where.** When does it meet in the battle rhythm? May be tied to a suspense to higher headquarters or an item on the sync matrix.

d. **Purpose.** Brief description of the requirement.

e. **Inputs Required.** Staff sections or BCGT who provide products to the board or council, what those inputs are, and when the inputs are due (one day, week, month,etc)

f. **Output/Process/Product.** Products and/or decisions required from the events. How do products nest with other BCGT.

g. **Membership.** Who will attend (becomes a task to staff in a FRAGO or appointment memorandum)

4. **Team Mission Statement.** Every team will have a mission statement that outlines the team's purpose, authorities and requirements. The mission statement will include the following:

- a. Mission
- b. Team
- c. Membership
- d. Authority
- e. Resources Allocated
- f. Communication Requirements
- g. Time Requirements

5. **Battle Rhythm Lines of Effort.** See [Figure 4](#) below for TAG Battle Rhythm Events and how each one nests within and supports the Adjutant General's strategic framework.

Figure M-1 Battle Rhythm Lines of Effort

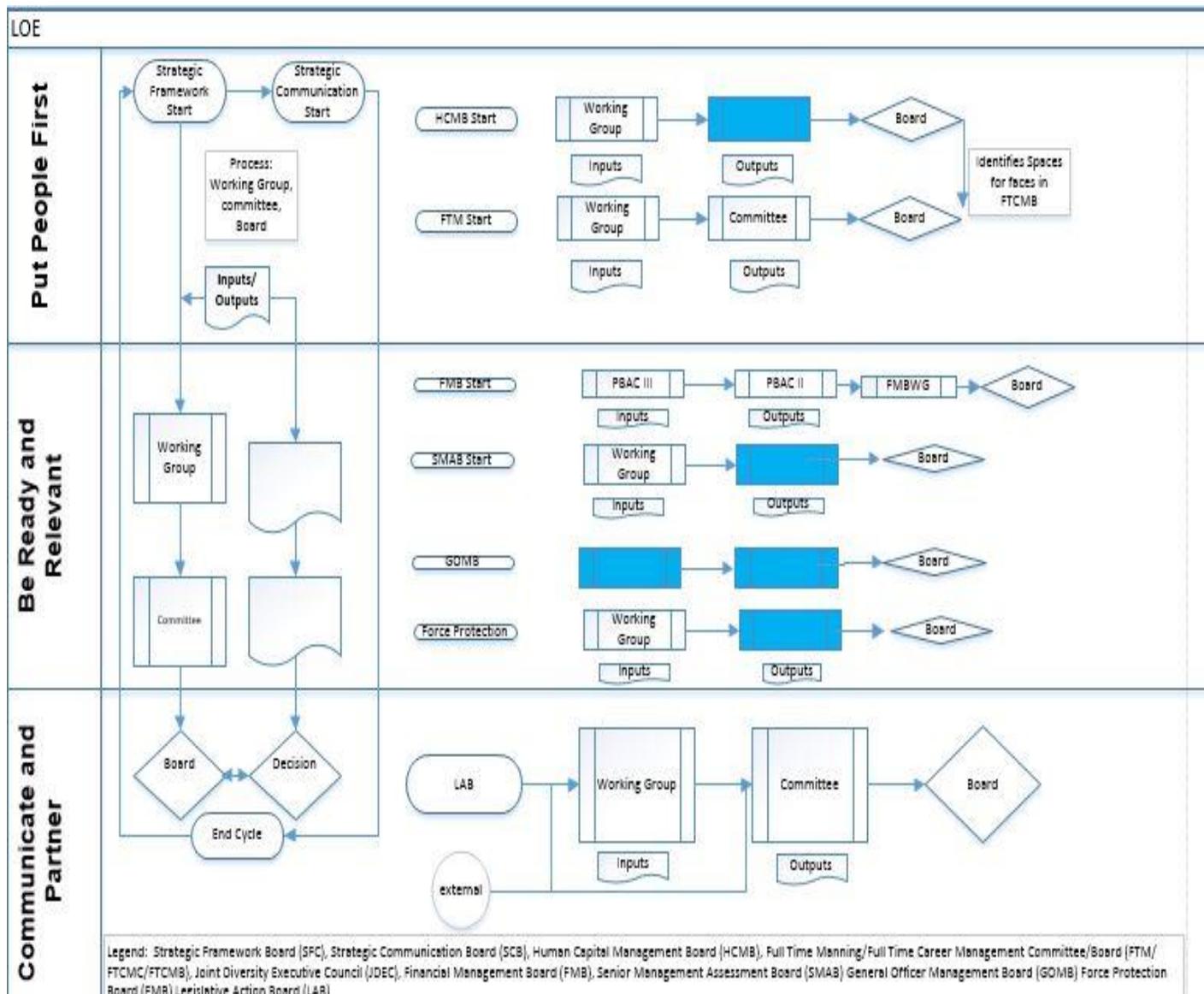


Figure M-1 – Battle Rhythm Lines of Effort

**APPENDIX N**  
**Texas Military Master Calendar (TMMC)**

**1. References.**

a. JFTX P15-22, Policy for Implementation and Use of the Texas Military Master Calendar (TMMC), dated 1 September 2015

b. NGTX-ZCS Memorandum of Instruction (MOI), Initial Training, and Implementation of the Texas Military Master Calendar (TMMC), dated 11 April 2016.

**2. Purpose.** Provide guidance and standard use of the TMMC.

**3. Responsibilities.**

a. The Adjutant Generals (TAG's) Chief of Staff. Responsible to the Adjutant General and the rest of the Command Group as to the functionality and accuracy of the TMMC.

b. TAG's Secretary of the General Staff (SGS). Lead for the TAG's Chief of Staff to ensure compliance and accuracy of the TMMC. Manages the KLE (Key Leader Engagement) events on the TMMC.

c. Component Chiefs of Staff (components: Texas Army National Guard (TXARNG), Texas Air National Guard (TXANG), Domestic Operations (DOMOPS) Task Force, Texas State Guard (TXSG) and Office of the Executive Director (OED)). Responsible to Component Commanders as to the accuracy of the TMMC for their respective components.

d. Office of Primary Responsibility (OPR). Each event must include at least one OPR. The OPR has overall responsibility for their events and are accountable to Component Chiefs of Staff for the events completeness and accuracy. OPR's will appoint a primary, alternate and tertiary member to input and edit events on the TMMC. Events that are KLE's or Battle Rhythm will include multiple OPR's (see tab 1).

e. G6, TXARNG Deputy Chief of Staff, Information Management. Ensures the server(s) where the TMMC resides are maintained and available during duty hours. Publish scheduled maintenance via TXALL NLT 72 hours prior to outage. Give priority of effort to restore the TMMC during un-planned outages.

f. Human Resource Office (HRO). Input and maintain all Federal and State holidays on the TMMC. Each holiday event will include any special instructions such as when liberal leave is authorized and for whom (AGR, State employee, Technician, four-day work week, five-day work week, etc.).

g. Knowledge Managers. Provide back end administration of the ActiveData software that houses the TMMC. Administration includes:

- (1) Manage the group and individual permissions
- (2) Manage the branding for the main calendar and the component calendars
- (3) Add, modify and delete categories, event types, attributes and internal fields
- (4) Create pre-set views (horse blankets, mini-grids, lists, etc.)

#### 4. Terms.

a. TMMC. The TMMC is the agency calendar of record and primary source of scheduling and tracking meetings, events, etc. for Texas Military Department, Joint Force Headquarters, Component Headquarters', and TAG/Army/Air/DOMOPS Staff Directorates.

b. Event. A significant (significant to the TAG, DAG's (Deputy Adjutants General), Director, Joint Staff, TXSG CDR, or OED and their staffs) occurrence that warrants placement on the TMMC.

c. KLE Events. Key Leader Engagements (KLEs) are "engagements" (by members of TMD senior leadership-typically at the General Officer (GO) level) that are intended to convey information and indicators to selected audiences (e.g. state and federal government officials, civilian and/or military organizations, groups, individuals) in order to develop relationships in support of the Adjutant General's intent, and obtain mutually satisfying outcomes. Examples of KLE activities include:

- (1) Bilateral talks
- (2) Speeches
- (3) Featured interviews
- (4) Conferences

d. Battle Rhythm Events. A deliberate cycle of command, staff and unit activities intended to synchronize current and future operations. Each component has its own battle rhythm events and are managed by component SGS. Note, some reoccurring events are not battle rhythm events and will be managed by the OPR internally. Battle Rhythm events must include 7 minute drill data IAW AGTX SOP 25-52 Appendix D.

e. Event types. Each event will include one event type and have a corresponding color when displayed on the TMMC. The event type is used as a critical filter to establish TMMC calendar views. All events will be defined by one and only one of the following types:

(1) Ceremony. A formal religious or public occasion, typically one celebrating a particular event or anniversary. An act or series of acts performed according to a traditional or prescribed form. The ritual observances and procedures performed at grand and formal occasions.

*Ceremony event examples: Chapel Services, Deployment Ceremony, Re-Deployment Ceremony, Promotion Ceremony, Retirement Ceremony, Casing / Un-Casing Colors, Change / Assumption of Command, Dedication Ceremony, Hispanic Heritage Program, Tree Lighting Ceremony, Hispanic Heritage Program, Black History Month Program, Asian American Program, Dining In / Out*

(2) Closure. The act or process of closing something, especially an institution, thoroughfare, or frontier, or of being closed.

*Closure event examples: Section / Team Building, ID Card Service, Buildings, Offices, Gates, etc.*

(3) Holiday. State and federal holidays.

(4) Inspection. Critical appraisal involving examination, measurement, testing, gauging, and comparison.

*Inspection event examples: Command Organizational Maintenance Evaluation Team (COMET), Army Resource Management Survey (ARMS), Operational Readiness Inspection (ORI), Operational Readiness Exercise (ORE), Command Inspections, Audits, and Reviews*

(5) Meeting. The act or process or an instance of coming together to solve problems, create or edit processes, present information or seek a decision. The majority of the events on the TMMC are considered meetings.

*Meeting event examples: Critical Operational Issues and Criteria (COIC), Staff Update Brief (SUB), Commander's Update Brief (CUB), Reoccurring Meetings, Battle Rhythm Events (Working Group (WG), Boards, Councils), Hearings, Interviews*

(6) Mission. An important assignment carried out for military, political, religious, or commercial purposes, typically involving travel.

*Mission event examples: Deployments, State Active Duty Missions, Oral Rabies Vaccination Program (ORVP), Operation Lone Star*

(7) Social. A gathering for the purpose of promoting fellowship within the organization or community.

*Social event examples: American Heroes, Foot races (5Ks), Open House, Luncheon, Gala, Show / Display, Grand Opening*

(8) Suspense. The date by which some specified action must be taken or a response returned, denoted.

*Suspense event examples: USR Turn in, Response or action to the Governor or the President*

(9) Training. The process of bringing a person or unit to an agreed standard of proficiency by practice and instruction.

*Training event examples: RTI Courses, Annual Training, Unit Training Assembly, Overseas Deployment Training, CMCT Rotation, TMMC Calendar Training, Best Warrior Competition, Governor's 20 Competition, Digital Training Management System (DTMS) imports into the TMMC*

(10) VIP Visits. Very Important person (VIP). An act of going or coming to see a person or place, as a tourist, or for some other purpose. Visiting General Officers staying at Camp Mabry Billeting, VIPs viewing SWB operations and personnel, Chilean and Czech visits. The VIP visit event type is used in conjunction with the KLE field.

f. Horse blanket. An improved Gantt view of TMMC events. Time is expressed along the x-axis at the top of the screen. Units/sections are expressed along the y-axis on the far left of the screen. Events are displayed in the middle of the screen relational to unit and time, and colored according to event type. Horse blankets range in size from 8.5x11 inches to 36x72 inches, depending on the amount of units/sections and time being displayed.

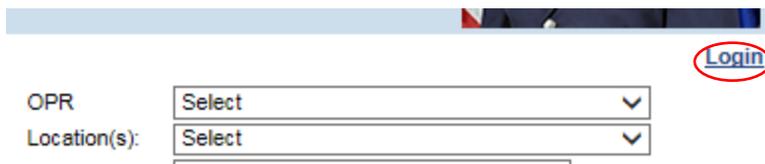
5. **Suspense's**. The minimum requirement is to have accurate and complete data on the TMMC for the next 90 days from the current date. The CMD GRP, each component, and OED will establish their respective suspense's for when their events must be entered into the TMMC.

#### 6. **Basic Instructions for using the calendar.**

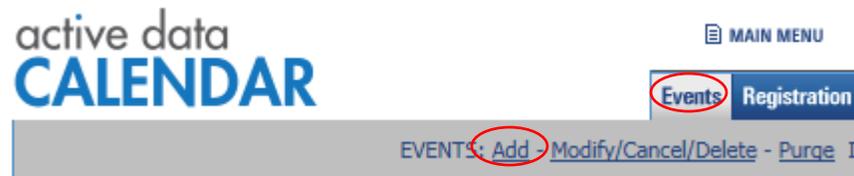
- a. The [link to the TMMC](#) is located on the eLSP home page under Resources.
- b. Add an event to the calendar (single occurrence) – see Figure [N-1](#).
- c. Add an event to the calendar (multiple occurrences) – see Figure [N-2](#).
- d. Modify or delete an event – see Figure [N-3](#).
- e. Add an event and send invitations to attendees via Microsoft Outlook – see Figure [N-4](#).

### Figure N-1 Add an Event (Single Occurrence)

1. Login to the calendar



2. Click Events, then Add



3. Enter the main information.

The screenshot shows the 'Add Event - General Details' form with several fields and callouts:

- \*Event Name:** A text input field with a callout: "Enter the name of the event".
- \*TMMC or DTMS:** A dropdown menu with 'Select' chosen, with a callout: "Leave TMMC selected".
- Publish on Selected Calendar(s):** A dropdown menu with 'Public' selected and a checkbox for 'Highlight This Ev', with a callout: "Leave Public selected".
- \*OPR:** A dropdown menu with 'Select' chosen, with a callout: "Select the OPR. Also select KLE and/or Battle Rhythm if required."
- \*Event Description:** A rich text editor with a callout: "Enter the event details (5 W's, 7 minute drill information, etc) Spell out all acronyms used in the Event Name or in this block."
- Event Date:** A date input field with '6/16/2016' and a callout: "Enter the start date and time".
- Start Time:** A time input field with a callout: "Enter the start date and time".
- Main Information / Scheduling & Facilities:** Two tabs at the bottom, with 'Scheduling & Facilities' selected and a callout: "Select Scheduling and Facilities tab".

4. Enter the Scheduling and Facilities information.

**Add Event - Schedule [nada]**

**Event Date(s)**  
\*Start Date: 6/16/2016  
\*End Date: 6/16/2016  
RECUR PATTERN | CUSTOM SCHEDULE

**Event Time(s)**  
 All Day Event  
Start: 12:00 AM End:   
 Schedule in Select min. intervals between hours:  
Start: End:   
GENERATE SCHEDULE

Main Information | Scheduling & Facilities

CANCEL

Location/Building/Room(s):  
(-)  Camp Mabry  
(+)  06  
(-)  08  
 A123-GOLIAD  
 A125  
 A127  
 A147  
 A207  
 A217  
ADD LOCATION | ADD BUILDING | ADD ROOM

SAVE

Callout boxes:  
- Confirm dates are correct (points to Start and End Date fields)  
- Confirm times are correct (points to Start and End time fields)  
- AFTER the Event Date(s) and Event Times(s) have been completed, select GENERATE SCHEDULE (points to GENERATE SCHEDULE button)  
- Select a location from the list or add a new location (points to location list)  
- Select save (points to SAVE button)

5. Enter the Details and Registration Information

### Add Event - Contact & Other Information [nada]

#### Contact Information

Name:

Phone:

Email:

Enter the event POC information. NOTE: When the event is added to an Outlook calendar, this information will serve as the organizer for the event.

#### Other Event Information

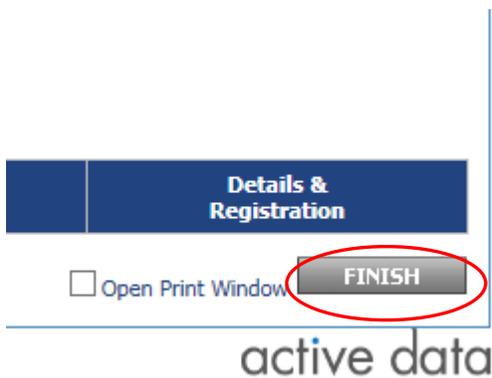
\*Event Type

Select event type (see paragraph 4.e for definitions and examples.)

6. Select preview.



7. Carefully review the information on the screen, edit if necessary then select finish.





**Figure N-2 Add an Event (Multiple Occurrences)**

1. Follow steps 1 through 3 from [Fig N-1 \(Add an event\)](#).
2. Select either RECUR PATTERN or CUSTOM SCHEDULE.

**Add Event - Schedule [nada]**

**Event Date(s)**

\*Start Date

\*End Date

**RECUR PATTERN** **CUSTOM SCHEDULE**

**Event Time(s)**

**All Day Event**

**Start:**  **End:**

**Schedule in**  **min. intervals between hours:**

**Start:**  **End:**

**GENERATE SCHEDULE**

**Main Information** **Scheduling & Facilities**

**CANCEL**

Select RECUR PATTERN or CUSTOM SCHEDULE. RECUR PATTERN shows the typical options found in MS Outlook. CUSTOM SCHEDULE provides a 'pick the dates' from a mini-grid view.

3. If you selected the RECUR PATTERN, follow these instructions. If you selected the CUSTOM SCHEDULE, scroll down to [step 7](#).

**RECUR PATTERN** CUSTOM SCHEDULE

Repeat Schedule/Pattern

- Every  Day(s)
- Every  Week(s)
  - Sunday  Monday  Tuesday  Wednesday  Thursday  Friday  Saturday
- On the third Wednesday of every  Month(s)
- On day 21 of every  Month(s)
- Yearly on this Date

End After:  Occurrences

End On:

Event Time(s)

All Day Event

Start:  End:

Schedule in  min. intervals between hours:

Start:  End:

**GENERATE SCHEDULE**

Once the correct frequency, day of week, number of occurrences and start and end time have been selected, select generate schedule.

4. Adjust occurrences as necessary.

**Current Schedule**

[Select All](#) [Select All Future](#) [Deselect All](#)

	Start Date	End Date	Start Time	End Time	
Add / Delete <input checked="" type="checkbox"/>	9/21/2016	9/21/2016	8:00 AM	9:00 AM	<input type="checkbox"/> All Day 1.0 hour
Add / Delete <input checked="" type="checkbox"/>	9/28/2016	9/28/2016	8:00 AM	9:00 AM	<input type="checkbox"/> All Day 1.0 hour
Add / Delete <input checked="" type="checkbox"/>	10/5/2016	10/5/2016	8:00 AM	9:00 AM	<input type="checkbox"/> All Day 1.0 hour
Add / Delete <input checked="" type="checkbox"/>	10/12/2016	10/12/2016	8:00 AM	9:00 AM	<input type="checkbox"/> All Day 1.0 hour
Add / Delete <input checked="" type="checkbox"/>	10/19/2016	10/19/2016	8:00 AM	9:00 AM	<input type="checkbox"/> All Day 1.0 hour
Add / Delete <input checked="" type="checkbox"/>	10/26/2016	10/26/2016	8:00 AM	9:00 AM	<input type="checkbox"/> All Day 1.0 hour

Compare the occurrences with holidays and other known events and delete the ones at left that will not occur.

**NEW SCHEDULE** **CHANGE TIME** **ADD OCCURRENCES** **ADD INTERVALS**

5. Enter the scheduling information as shown [Fig N-1 Step 4](#).

6. Follow the same instructions to complete the event as found in [Fig N-1 Steps 5 through 7](#).

7. If you selected the CUSTOM SCHEDULE, follow these instructions. If you selected the RECUR PATTERN, scroll up to [step 3](#).

Start Month:  Start Year:

# Months:

September 2016						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	1
2	3	4	5	6	7	8

October 2016						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
25	26	27	28	29	30	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

November 2016						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	1	2	3
4	5	6	7	8	9	10

December 2016						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
1	2	3	4	5	6	7

Click on each date the event will occur in the mini calendars. Don't select holidays or other days that the event is not going to occur.

**Event Time(s)**

All Day Event

Start:  End:

Schedule in  min. intervals between hours:

Start:  End:

Select the start and end time.

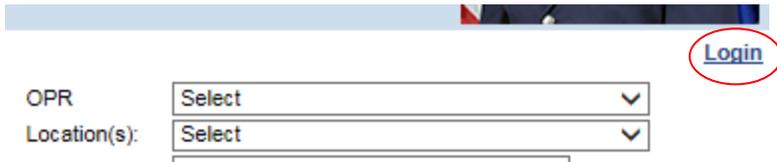
Select generate schedule.

8. Enter the scheduling information as shown [Fig N-1 Step 4](#).

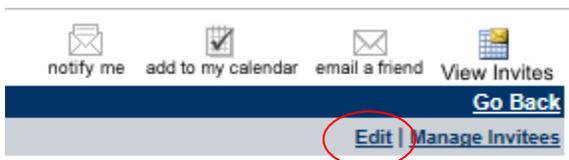
9. Follow the same instructions to complete the event as found in [Fig N-1 Steps 5 through 7](#).

### Figure N-3 Modify or Delete an Event

1. In order to modify or delete an event you must have an account in the TMMC and permissions for the OPR associated with the event.
2. You must be logged into the TMMC prior to attempting to modify or delete an event.



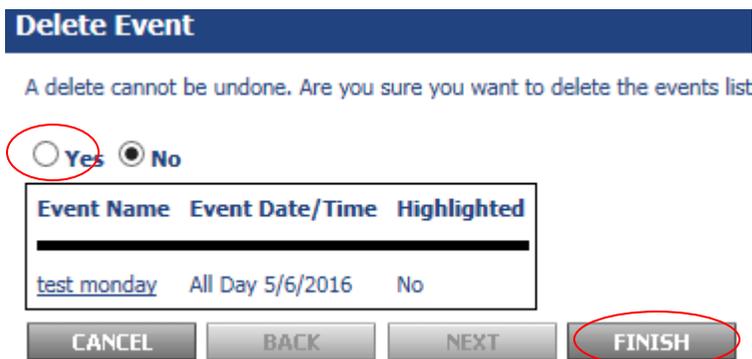
3. Open the event then select edit.



4. From here the event can be deleted, canceled or modified. Note, the change log provides details about the creation and all modifications to date. Select delete or make required changes.



5. If delete is selected a prompt for confirmation will be displayed. Select yes and finish.



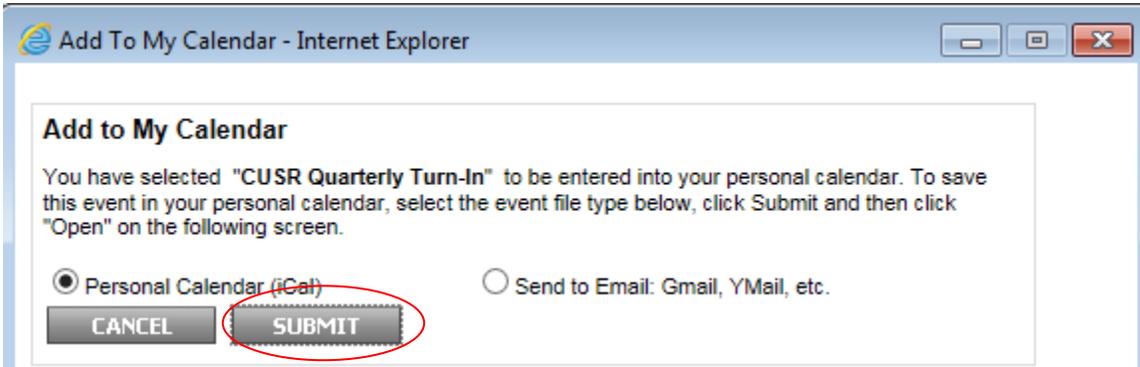
6. To edit the event, make the required changes then follow [steps 6 and 7 from Fig N-1](#).



3. Select the 'add to my calendar' icon.



4. Select 'SUBMIT' from the dialog box.



5. After a few seconds a new dialog box will appear at the bottom of the screen on your browser. Select open.



6. After a few seconds an Outlook meeting appointment will appear. The persons email that was entered as the POC (Fig N-1 Step 5) will be the Outlook Organizer for the event and may invite attendees. Select save.

